



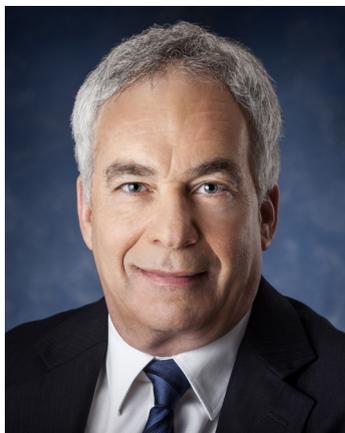
Pharmaceutical Industries Ltd.

# 2013 *Corporate Social Responsibility Report*

## *Meeting Our Patients' Needs*



## *A Letter From Erez Vigodman, Teva's President & CEO*



The nature of global healthcare has changed dramatically in recent years, and it continues to change at an accelerating pace. Our patients know more and expect more; disease patterns are shifting; chronic disease rates are mounting; and demand for affordable medicines is growing more rapidly in emerging economies than in mature ones.

Teva is shifting its focus and reorienting its business model in order to stay ahead of the changes and deliver on our promise to our patients. These are transformative and exciting times for us. As such, they underscore not only what we need to change, but what must remain constant: our unwavering commitment to conducting our business responsibly and ethically. The quality and safety of our products form our license to operate, and we are committed to upholding the highest standards in everything we do.

This approach is not new to Teva: for over 113 years, we have been both passionate and professional about providing better health outcomes for our patients. As one of the top 12 global pharmaceutical companies and a world leader in Generics, we are committed to increasing access to high-quality, affordable healthcare. With a global product portfolio of more than 1,000 molecules and a direct presence in over 60 countries, Teva offers the largest medicine cabinet in the world, to an exceptionally broad and diverse audience. In 2013, 1 out of every 7 prescriptions in the U.S. was filled with a Teva product – approximately 1.5 million prescriptions per day. In the U.K., 1 in 6 prescription packs is a Teva medicine.

Our broad global reach ensures that we are highly aware of global challenges and concerns. Teva's impact extends beyond the products and solutions we supply, to touch the environment, our employees, and the communities in which we work and live. As the world's largest provider of generic drugs, Teva makes a considerable contribution to the sustainability of healthcare systems worldwide by reducing costs and generating significant economic value. For instance, in the US, Teva is responsible for saving \$200 billion over the last decade.

During the last two decades we have also developed advanced R&D, regulatory, commercial and go to market capabilities in the innovative drugs and specialty medicines spaces. Going forward, we aim at targeting a unique space in the industry, at the intersection between innovative and off-patent drugs, in a way that will enable us to meet more and more unmet needs of patients along their journey, with affordable and integrated solutions that improve their adherence and compliance and enhance treatment effectiveness.

In addition, in 2013 we have donated \$119.5 million in funds and products to over 520 community organizations worldwide, and are forming partnerships with leading humanitarian organizations and funds to promote access to healthcare worldwide.

This is Teva's second annual Corporate Social Responsibility report. CSR in Teva is a story in the making: we are currently formulating a global CSR program, leading a more structured and transparent approach to Teva's operations in order to ensure we meet – and exceed – our stakeholders' expectations. As this report demonstrates, we have made significant progress this year.

As we quest towards the differentiated leadership space we wish to claim and make our own, our strategic decisions and actions are guided by our deep-seated sense of social responsibility.

I am proud of what we have achieved so far in this area, and look forward to continuing to deliver on our promise to our patients, communities and employees.

Sincerely,

Erez Vigodman

# About Teva

*Teva is in business to make a difference. Our business is driven by our patients' need to have access to high-quality medicines that improve their quality of life.*



We bring safe, effective, innovative and affordable medications to patients worldwide, while delivering results for our customers, shareholders and employees. Established in 1901 in Israel, Teva is today one of the world's leading pharmaceutical companies. Our company has direct operations in nearly 60 countries and employs around 45,000 people worldwide. We operate 50 pharmaceutical manufacturing plants in North America, Latin America, Europe, Asia and Israel, with two additional sites under construction being built at the moment. Other facilities include 21 active

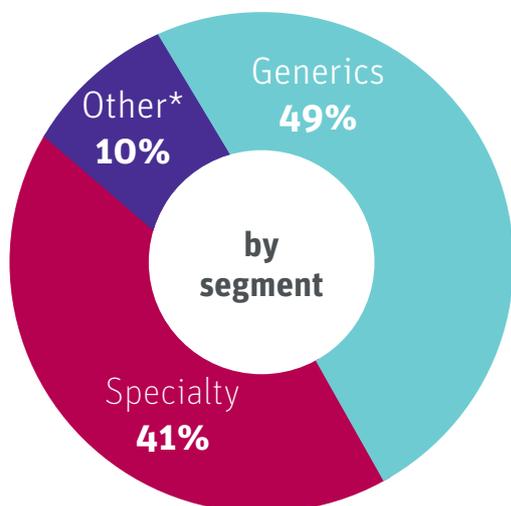
pharmaceutical ingredient (API) sites and more than 20 research and development centers.

Our corporate culture and our focus on broadening the access to affordable medicines is what drives our success. We ask our employees to follow our guiding core values of Integrity, Respect, Collaboration, Excellence and Leadership in everything they do. These values provide the foundation of our commitment to bring the highest quality products to millions of patients around the world.

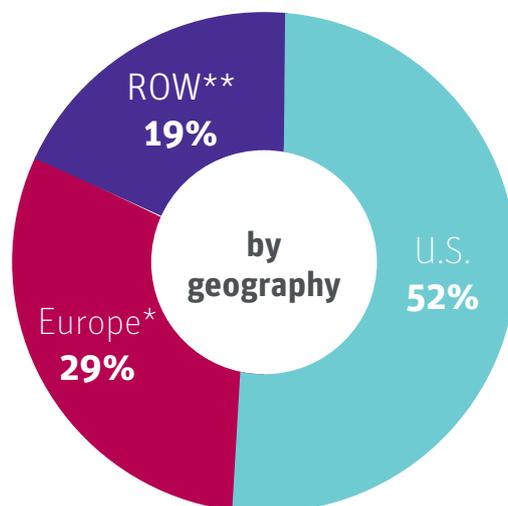
## Teva in Numbers

- > *Largest global provider of generic medicines*
- > **\$20.3** billion net revenue
- > *One of every seven U.S. prescriptions and one in six UK prescriptions is filled with a Teva product*
- > *Approximately **45,000** employees worldwide*
- > **64** billion tablets and capsules manufactured in 2013

## 2013 Net Revenue



\* Other activities include our OTC business with P&G, distribution services primarily in Israel and Hungary, and sales of medical devices.



\* All members of the European Union, Switzerland, Norway, Albania and the countries of former Yugoslavia.

\*\* Primarily Japan, Canada, Latin America, Israel and Russia.

## Core Business and Products

*We are a fully integrated global pharmaceutical company, with extensive Research and Development (R&D), manufacturing and distribution capabilities.*



Our business includes two primary segments – generic medicines and specialty medicines – as well as certain additional activities such as our joint venture with Procter & Gamble for the marketing of over-the-counter (OTC) products. As the world's largest generic company with an established specialty medicines portfolio, we are strategically positioned to benefit from current changes in the global healthcare environment.

Our business strategy is to capitalize on the growing global demand for medicines,

which is the result of trends such as an aging population, increased spending in emerging markets, pressure on providers to provide cost-effective healthcare solutions, legislative and regulatory reforms, an increase in patient awareness, and the growing importance of OTC medicines. We are constantly looking for ways to address previously unmet patient needs, and we believe that this focus, along with world-leading generics expertise and portfolio, global reach, and integrated R&D capabilities, puts us in a great position to take advantage of market opportunities.

## Corporate Social Responsibility at Teva

*For Teva, being a responsible global citizen means pursuing business success by developing products and policies that address patients' needs, expand global access to affordable medicines and benefit the wider society.*



Our Corporate Social Responsibility (CSR) program is a natural complement to our core business activities. We conduct business in a responsible manner, prioritizing ethics, supporting our employees and communities and working to minimize the environmental impacts of our operations.

We have participated in the UN Global Compact since January 2010, and are committed to upholding the Compact's 10 principles across our operations. [www.unglobalcompact.org](http://www.unglobalcompact.org)

While CSR has been a part of our company for decades, in 2012 we adopted a more comprehensive global approach. Over the last year, we have made progress in setting some initial goals and identifying new metrics to track our performance. This Report marks our

second year of reporting on our CSR activities.

### CSR Management

Teva's worldwide business operations are managed regionally, but with global oversight of core functions, including corporate social responsibility. A dedicated CSR team is responsible for global implementation of social responsibility policies and practices. This team liaises with each region where we operate, to ensure that our policies are implemented consistently yet with sensitivity to local needs and cultures.

Our Board of Directors has ultimate oversight of CSR strategy and activities through its Corporate Responsibility Committee, which met three times in 2013. The Committee charter is available on our website.

## CSR Oversight at Teva



## Stakeholder Engagement

Understanding the requirements and perspectives of key stakeholders, especially the patients' needs, is critical to Teva's success. We seek open communication with our wide range of stakeholders, including patients, customers, suppliers, employees, regulators and others during the normal course of business. Additionally, we engage with and seek feedback from our stakeholders through a range of channels and events throughout the year.

Following the publication of our first global CSR report in 2012, we invited experts from NGOs, leading companies, healthcare organizations and social investment firms to a roundtable discussion in New York City to

provide feedback on our CSR performance and reporting. Nine experts from diverse organizations participated in the discussion, and further feedback was solicited through phone calls, an online survey and internal discussion with representatives from across Teva business functions.

Our stakeholders described our CSR approach as strong, and said they valued our focus on material issues. They also helped us identify ways to further strengthen our approach, such as by disclosing more performance information and setting public goals. This feedback served as a guide for this year's report, and will continue to help us refine our CSR strategy.

## How We Listen to Our Stakeholders

Key Stakeholders	Engagement
Customers	Questionnaires, meetings
Employees	Surveys, town hall meetings
Government and regulators	Roundtables, reports
Investors	Investor days, group and individual meetings
Local communities	Partnerships, donations, volunteering
Non-governmental organizations	Local consultation sessions, environmental reporting
Peer companies	Industry associations

## Materiality

In November 2012, Teva undertook an assessment of our most important – or material – CSR issues, using input from both internal and external stakeholders. From this assessment, we identified our top 10 material issues, shown below.

The results of the assessment underlined our impact on the health and well-being of society, and demonstrated the importance of aligning and integrating our CSR strategy with business activities and goals. In 2013, we continued to analyze these issues and to refine our CSR approach to ensure its compatibility with our patient-led business model.

## Top 10 Materiality Issues Identified by Stakeholders

1. Patient Safety
2. Affordability of Medicines
3. Availability of Medicines
4. Human Rights
5. Bribery and Corruption
6. Clinical Trials
7. Transparency and Disclosure
8. Strengthening Healthcare Infrastructure
9. Health and Safety
10. Product Labeling

# Our Patients

*Healthcare has changed dramatically in the 113 years we have been in business. We have always been committed to our patients. But today, more than ever, cultural trends, customer and patients needs and behaviors are changing.*



Disease patterns are shifting. The traditional healthcare model has shifted from doctors to patients and payers. Chronic disease rates are increasing, and the demand for medicines is growing more rapidly in emerging economies than in industrialized nations. Our patients know more and expect more. They are demanding a personalized approach to medicine, while at the same time coping

with rising healthcare costs. Our patients don't simply want medicines – they want better health outcomes. At Teva, we know that to achieve these outcomes, we have to change our way of thinking and working, so we have identified three trends that are reshaping the industry. These trends will guide our transformation as we become a truly patient-centric company.

## Cultural Trends

Patients are at the center of our business, and we work to focus our programs and strategies to meet emerging cultural trends. Today, as the global population ages, disease patterns shift, and demand for medicines continues to increase – particularly in developing economies – Teva aims to meet these changes by enhancing our ability to provide access to medicines, and by donating products to those in need.

## Customer Needs

As the healthcare policy landscape evolves, we are seeing a shift in influence from doctors to payers and patients, as well as a renewed focus on prevention rather than treatment. This transition, in conjunction with an increase in chronic disease rates, will continue to stretch healthcare budgets. Today, policy makers and payers are increasingly mandating what doctors can prescribe, and these demands may be at odds with patient choice. The rise of electronic medical records offers data to track performance. Against this backdrop, we will maintain our commitment to developing safe and effective medicines that

meet strict regulatory standards through clinical trials. Innovation will also be critical to our success in meeting customer needs. Amidst these changes, we must maintain relationships with healthcare professionals that adhere to regulations so we can work with stakeholders to improve outcomes, costs and experiences.

## Patient Needs and Behaviors

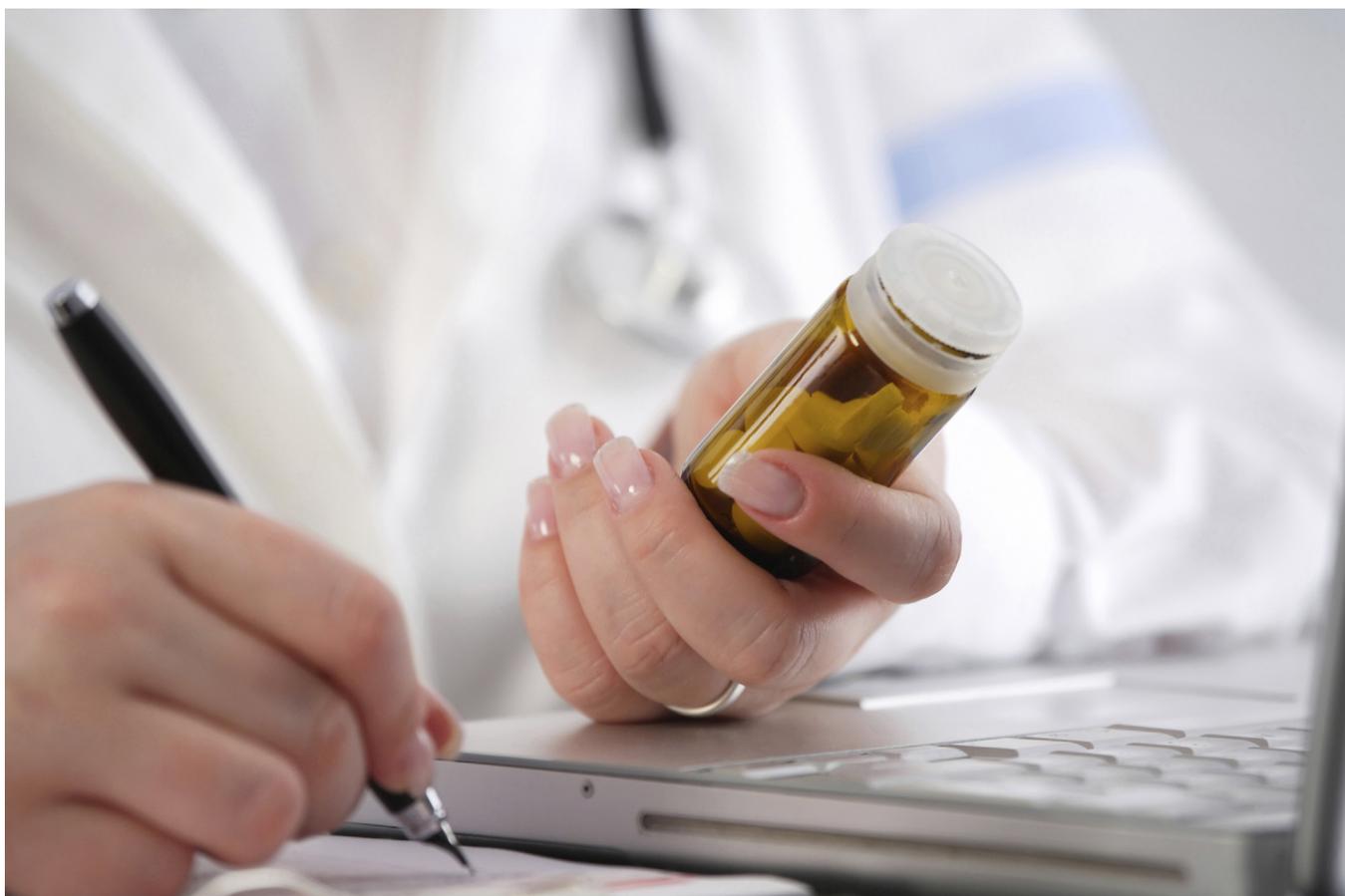
today's patients are better informed than ever before. They want help navigating the complex world of healthcare and are demanding a personalized approach to medicine.

Our patients expect engagement in our business and a relationship with it. Teva will continue to support an increasingly informed patient base by focusing on patient safety, product labeling, advocacy, and manufacturing quality.

We continually look for new ways to effectively and appropriately engage with our patients to understand their needs and to work together to meet them. Teva is also striving to combat the issue of counterfeit drugs, which can pose a significant threat to patients.

## Access to Medicines

*Widespread access to healthcare benefits society. It not only improves the lives of patients around the world but also strengthens social and economic infrastructures in both developed and developing countries.*



Promoting greater accessibility to medicine is at the heart of Teva's patient-led mission. We produce more than 1,000 generic medicines – more than any other company – bringing affordable relief to millions of patients worldwide.

We offer a wide range of products, including many generic alternatives to innovative pharmaceuticals that provide people around the world with what is in some cases life-saving access to affordable medicines. We also work to make our proprietary pharmaceutical products accessible to patients in regions that face economic challenges.

*Each day, Teva products are used to fill **2.7** million prescriptions in the European Union and **1.5** million more in the United States*

## Promoting Access in Developed Countries

As the world's largest generic drug manufacturer, Teva plays a key role in providing patients with access to affordable medicines. Our broad portfolio of generic drugs helps us bring the latest advances in medicine to millions of patients, while keeping costs down throughout national healthcare systems. Our generic drugs offer affordable medicines that address pressing health issues in the developed world.

Generic pharmaceuticals – the chemical and therapeutic equivalents of originator (brand name) pharmaceuticals – are typically sold at prices substantially lower than those of originator products. In recent years, governments of many countries have issued regulations designed to increase generic market penetration so as to reduce healthcare costs.

## Improving Outcomes for MS Patients

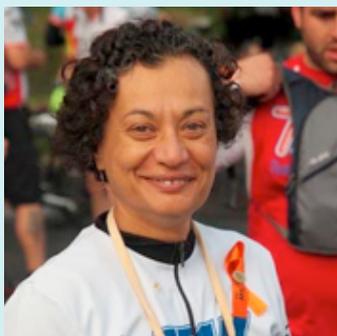
Teva has a long history of working to help patients with relapsing-remitting multiple sclerosis (MS) enjoy a better quality of life. Our innovative drug that offers a safe, efficient treatment for MS was first prescribed in 1996, and ever since we have strived to improve the health outcomes of people living with MS – through improving treatment, advocacy, support and advice.

**Treatment** In 2014, Teva introduced the new dosage for its MS therapy. This new dosage reduces the number of injections required by 60 percent.

### Advocacy

World MS Day has long been an annual focal point for many Teva employees around the world, who bike, run and walk long distances to increase awareness and raise money for MS funds or bodies. For example, in 2013, more than 130 Teva participants biked to the top of Mont Ventoux in the South of France to support the national MS fund in the Netherlands.

“It strikes me with amazement each year to see the countless volunteers with MS who are there to support me as I ride for them!”



### Amal Ward

RIM Training and Support Specialist Global Regulatory Operations, Teva USA.

**Support.** To help patients adjust to the daily treatment and maintain it successfully, Teva established a global support team of nurses and other professionals aiming to support patients during their treatment, and to offer professional guidance whenever needed. The nurses serve as an important link between the patients and community medical services that could improve their treatment outcomes.

“I am proud to belong to a company that cares about the well-being of their patients and goes beyond supplying a product.”



**Sonia Ambriz**

MS Nurse Coordinator, Shared Solutions,  
Teva Mexico

**Advice.** 2013 saw the second year of Teva Israel's involvement in a project that gives MS patients the tools and training to incorporate physical exercise into their daily routine, according to their individual abilities and limitations. The project also engages medical staff, reinforcing their role in encouraging MS patients to exercise as a way of potentially improving their condition. A website – created by the Israel Society for Neuro-immunology and sponsored by Teva Israel – provides MS patients with extensive information and practical guidance for physical exercise.

Looking ahead, we are committed to continuing our efforts to improve the health outcomes for all MS sufferers around the world

## New Therapeutic Entities

One of the ways we are working to provide better health outcomes and experiences is through our work with New Therapeutic Entities (NTE). NTE focuses on identifying and developing new specialty medicines that provide genuine advances on existing therapies by formulating, delivering or using them in a novel way.

This innovative program, which was introduced in 2012, aims at “industrializing” the development of new medicines that are based on existing, known molecules, but have been “redesigned” to address specific unmet needs. Examples include:

- Combination with other molecules to reduce pill burden or side effects
- Reformulations to extend dosing schedules or avoid logistical issues such as need for refrigeration
- New delivery systems to improve patient experience.

Teva is well placed within the industry to scale up development of these new solutions, thanks to our unique, integrated R&D group (which covers both generic and specialty medicines), our broad portfolio of molecules and our technical and technological capabilities.

## Improving Access, Choice and Treatment through Innovation

We develop New Therapeutic Entities to improve the lives of patients, redesigning the delivery of existing molecules on a huge scale. Developing unique new medicines in this way has many benefits. It allows large patient groups access to more effective treatments. Such medicines also have the potential to reduce the burden on the healthcare sector by improving treatment adherence, reducing side-effects and lowering the number of treatments or pills required per patient.

### Pain

When used appropriately, opioids are an important treatment option for people living with chronic pain. However, prescription drug abuse – intentional use of a medication without a prescription – is a growing concern. In the U.S., for example, more than 12 million people reported using prescription painkillers nonmedically in 2010. In 2011, more than 1.8 million Americans had opioid dependence problems, a figure that has quadrupled since 2009. This problem has a real financial cost; opioid abusers generate, on average, annual direct health care costs 8.7 times higher than nonabusers.

Teva is developing a portfolio of abuse deterrent (AD) opioids to help tackle this pressing issue without compromising the needs of our patients. These include OraGuard – a proprietary technology for oral tablets developed to address key routes of opioid abuse – crushed into a powder to snort, dissolved in water to inject, or dissolved in alcohol. When the OraGuard product is exposed to small amounts of fluid, it forms a gel that cannot be injected or orally consumed, and that significantly reduces the percentage of opioid released if snorted. Our AD opioid portfolio includes four oral tablets using OraGuard technology.

We conducted qualitative and quantitative market research with more than 300 physicians on our approach to AD opioid, including top pain specialists and primary care physicians. Comments included the following:

*“[AD] is another layer of protection between me and the patient.” Primary care practitioner, United States*

*“We’ll have the freedom to prescribe and not be so scared.” Pain care specialist, United States*

### Schizophrenia

The severely disabling psychiatric disorder schizophrenia requires long-term therapy and often is punctuated by episodes of relapse. The total cost of schizophrenia in the U.S. alone was calculated to be \$63 billion in 2005. Risperidone is an antipsychotic drug used to treat schizophrenia. The traditional formulation consists of either a daily oral form or an intramuscular injection every two to four weeks. Nonadherence to treatment is currently 40 percent within one year and 75 percent within two years, and the relapse rate is between two and five times higher in nonadherent patients. The long acting release (LAR) injectable form is better than the oral form for preventing relapses and re-hospitalizations, but still requires frequent visits to the clinic and a painful injection to the buttock. It is also complicated to

prepare, with 17 reconstitution steps.

Teva is developing a longer-acting, ready-to-use form of Risperidone, requiring a less painful subcutaneous injection (without the need for the patient to undress) once every one to three months. This will reduce the need for lengthy preparation time and the number of visits each patient makes to the clinic. Our patient-focused market research with more than 350 physicians showed a preference for a three-month Risperidone molecule, based on the potential for improved patient adherence and outcomes.

*“A game changer... I probably will switch all Risperdal Consta patients to this.” Psychiatrist, United States*

*“It would take a lot away from the other 1 month applications... It would be a little revolution.” Psychiatrist, Germany*

## HIV

HIV is a chronic disease requiring daily therapy with multiple antiretroviral drug combinations. It affects more than 35 million people worldwide, and the global cost of HIV treatment and prevention could reach \$35 billion by 2031. Pill burden is a major factor in poor adherence to the drug regime, contributing to co-infections, hospitalizations and faster onset of AIDS. Current treatment regimes typically involve between 90 and 120 tablets each month.

Teva is developing a new portfolio of HIV medication that will enable more cost-effective treatment regimens with a lower pill burden – improving compliance with treatment regimens and reducing the risk of associated complications.

## Expanding Healthcare Access in Low and Middle Income Countries

Demand for medicines is increasing in emerging economies, where many people lack access to the medicines they need. Patients face complex healthcare challenges and often lack the financial resources to buy the drugs that will improve or sustain their lives. We already use a variety of tools to keep both our generic and our proprietary products accessible and affordable in economically challenged regions. Teva's new Global Public Health Program will build on our existing efforts to enable affordable healthcare access in those regions countries.

We have recently expanded our business activities in South Africa, Turkey and Nigeria, recognizing the strong market for generic

medicines in these countries. Although such decisions are based on business prioritization, they also raise a challenge for Teva in terms of supporting access to medicine for those unable to afford even low-cost drugs in these locations. We are looking into opportunities for increasing access around women's health and contraception, as well as options for tiered drug pricing in Africa and beyond.

In Latin America, our approach to pricing is tailored to each country. For example, Brazil and Mexico have formal price controls in place, based on the level of product innovation, including ceiling prices and compulsory discounts for generic medicines.

## Global Public Health Program

In 2013, Teva established a Global Public Health Program under our Global Research and Development division. This is our first initiative created specifically to address global health challenges focused on:

- Developing, manufacturing and distributing lifesaving pharmaceuticals to reduce the burden of disease globally
- Developing new formulations to enable affordable access to critical pharmaceuticals for people living in emerging countries
- Supporting capacity building of emerging countries' health sectors by sharing know-how and engaging Teva volunteers
- Formulating effective responses to identified health challenges and emergencies, in partnership with public health communities.

In its first year, the program underwent learning exercises to map, understand and prioritize the most pressing current global public health challenges, and to determine the most cost effective way for Teva to address them.

## Partnerships

We recognize that effective partnerships are critical to understanding and meeting the needs of patients. In 2013, Teva formed a partnership with the Bill and Melinda Gates Foundation to develop a new therapeutic entity in the area of family planning. In addition, we signed a Memorandum of Understanding with the Clinton Health Access Initiative as a framework for collaboration in developing solutions for global maternal and child health challenges.

During the year we also deepened or initiated relationships with various United Nations agencies, funds and programs. We participated in a joint UNICEF, UNFPA and WHO meeting with manufacturers and suppliers of diagnostic products, finished pharmaceutical products and active pharmaceutical ingredients. We participated in the WHO/UNAIDS joint annual consultation with pharmaceutical companies and stakeholders on "Global Forecasts of Antiretroviral Demand 2013–2016". In addition, Teva met several times with the managers of WHO Prequalification of Medicines Program to better understand their strategy and working mechanisms for identifying products that can best meet the needs of emerging countries. This program aims to make quality priority medicines available for those in need, while working closely with national regulatory bodies. This is achieved through evaluation and inspection activities, and by building a national capacity for sustainable manufacturing and monitoring of quality medicines.

In an effort to further strengthen our institutional knowledge and develop effective strategies, we engaged with a variety of global organizations, including:

- Drugs for Neglected Diseases Initiative
- Global Fund on AIDS, TB and Malaria
- Grand Challenges Canada
- TB Alliance
- Partnership for Maternal, Newborn and Child Health
- MDG Health Alliance
- Médecins Sans Frontières

## Product Donations

Our product donations help expand access to medicines in many communities around the world by providing pharmaceuticals to people with significant medical needs. In 2013, we donated more than \$61.9 million in products, equipment and services to community health programs in the United States, Canada, Switzerland, several Baltic nations and elsewhere. For more on our product donations, see Corporate Giving.

Through donations and partnerships with nonprofit groups, we also make our medicines available to communities recovering from natural disasters. For more, see Disaster Relief.

## Generating Economic Value

Teva plays an important role in generating value to the healthcare systems and wider economies in which we operate. The scale of production and the accessible price of our products help to limit rising healthcare costs and improve patient health outcomes.

Generic drugs have saved U.S. consumers and payers an estimated \$1.2 trillion over the past decade. With Teva products filling one in every seven prescriptions, savings in the U.S. healthcare system attributable to Teva generics reach a total of nearly \$200

billion over 10 years. In the UK, Teva generic medicines are estimated to save the National Health System (NHS) more than £2.9 billion each year. Affordable generic drugs and innovative new products are also important contributors to patient access and adherence to treatment regimes. Generic medicines can reduce patient costs, increasing their ability to continue treatment, while new formulations can boost adherence by limiting the number of times a medicine is administered. In the U.S., for example, medication nonadherence causes billions of dollars worth of additional doctor visits, hospitalizations, long-term care admissions and prescriptions.

We contribute directly to the economies of the countries in which we operate. In Israel, estimates of our raw added value to the national market have increased from around \$500 million in 2003 to approximately \$3.4 billion in 2012.

We also see an important role for Teva in helping to preserve scientific skills for the next generation, and we contribute to research and development structures worldwide. For example, between 2003 and 2012 we directly invested around \$254 million in start-up companies and innovative projects originating from local research institutions in Israel.

## Patient Safety

*Keeping patients safe is a priority of our company. We take every precaution to ensure patient safety when developing products and monitoring their use.*



The complex chemistry that allows medicines to produce their desired effects in the human body can also create unwanted side effects in some instances. Teva's investments in pharmacovigilance, or drug safety, enable us to identify any unwanted effects of our medicines and take appropriate actions to keep patients safe.

## Safety Oversight

Teva's Patient Safety & Pharmacovigilance Unit (Teva PhV) is responsible for defining and implementing patient safety policies and systems, as well as ensuring compliance with all relevant global and local regulations.

We have a worldwide network of highly trained Local Safety Officers, most of whom are physicians or pharmacists, covering every market where Teva products are sold.

These individuals undergo regular training on all new drug safety regulations and guidelines; regularly attend conferences organized by professional pharmaceutical organizations; and participate in a mandatory, company-organized annual global training program.

All our employees – from research and development teams to sales and marketing professionals – are trained to report adverse events to relevant Local Safety Officers.

Teva employs a three-tiered hierarchy for medical safety evaluation:

- Product Safety Group – responsible for the safety profile for a specific product
- Medical Scientific Group – responsible for drug safety across Teva's product portfolio
- Safety Board – the senior corporate body with ultimate oversight of product safety.

The Safety Board, established in mid-2013, meets at least four times a year to review and evaluate important safety issues.

Board members include the most senior officials from Global Patient Safety & PhV, Regulatory Affairs, Medical Affairs and Teva's Chief Medical Office.

## Safe Medicine Development and Real World Monitoring

Teva PhV is closely involved in the medicine development process. Each product under clinical development is assigned to a Product Safety Group, which includes a Safety

Physician, a PhV Associate and a Clinical Leader, as well as additional experts as needed. The Product Safety Group closely tracks its product's journey to market. It integrates safety information from clinical trials, animal and laboratory studies, and relevant academic literature to ensure that all potential safety concerns are properly addressed.

Extensive clinical trials help to ensure patient safety, and Teva takes great care to conduct rigorous regimens that meet the highest global regulatory standards (see Clinical Trials).

After our medicines have undergone extensive testing and have been approved to enter the market, Teva continues to monitor every product. This is crucial to ensure patient safety and detect any emerging concerns, as real world use by large numbers of diverse patients can sometimes expose new issues that did not emerge in controlled clinical trials.

## Clinical Trials

Patient safety is our primary focus throughout the process of pharmaceutical development. Clinical trials play a crucial role in helping to ensure that medicines are safe and effective before they are brought to market. We follow best practices in trial design, and use a variety of oversight procedures to ensure trial quality.

Teva strictly follows the most advanced global standards for clinical trials, with emphasis on the health of potential patients as well as those taking part in trials. All trials are conducted in accordance with the international Declaration of Helsinki, which lays out ethical principles for medical research involving human subjects. We conduct clinical trials only when trial data is critical to product development. To maximize patient safety, we have voluntarily expanded the scope of our trials to include tests and evaluations after

drugs have entered the market.

Teva conducts clinical trials all around the world. In 2013, we had 128 ongoing studies in progress in 62 countries, and in 2014 we began screening patients for 18 additional trials. A trial can involve dozens or thousands of patients, depending on the nature of the study.

Our Clinical Development group coordinates global trial planning, ensuring that all trials around the world meet Teva's standards for study design and program strategy. The planning procedures for every trial require input from experts in regulatory affairs, global medical affairs, health economics, pharmacology, biometrics, pharmacovigilance and other areas. All planned trials must receive a positive recommendation from Teva's Clinical Development Committee and be approved by the Project Approval Committee before implementation. All employees who are involved with clinical trials receive mandatory training related to their role.

In 2012, we moved clinical trials from an in-house mode of operation to a fully outsourced model using global Contract Research Organizations (CROs). This applies to all trials from 2012 onward. We maintain strict policies in selecting and overseeing CROs, and each region where trials are conducted has an office responsible for oversight. Our Clinical Quality Policy also includes oversight of clinical vendors, labs and Contract Research Organizations.

### 2013 Audits

To ensure the quality of clinical trials, our Global Clinical Quality Assurance group conducts random and targeted audits of clinical trial sites. Additional monitoring and audits are performed for trials conducted in developing countries. In 2013, we conducted 98 clinical site audits, and two internal system audits covering four therapeutic areas.

These audits did not reveal any critical findings. All findings requiring follow-up were referred to appropriate managing departments for corrective action.

All the clinical trials we conduct are registered with appropriate government authorities. We report results within the timelines set forth by local and regional regulations.

### Data Collection and Pharmacovigilance

Safety data is collected and analyzed on an ongoing basis by the Teva PhV team. Safety data is systematically gathered from a wide variety of sources including (but not limited to) patients, healthcare providers, published literature, regulatory authorities, and clinical trials. Teva PhV uses robust processes to record, track and analyze adverse event reports from patients and professionals for every single Teva product – from the earliest clinical trials through the life of the medicine in global markets.

All safety information is collected into a single global safety database that encompasses all our products. The Medical Scientific Group, which includes a highly trained team of safety physicians and epidemiologists, constantly analyzes this data and issues regular company safety reports as required by regulatory authorities.

Pharmacovigilance at Teva goes beyond data collection and reporting. We strive for a flawless safety record, relying on both knowledge and action to protect patients. For example, a sophisticated signal detection process within our pharmacovigilance system identifies emerging potential risks to patients as early as possible, enabling preventive action where necessary. Whenever a Serious Adverse Event is reported, Teva PhV analyzes each case and reports our findings to the appropriate health authorities as soon as possible. In 2013, we established a Global Quality team to ensure that pharmacovigilance data meets the highest quality standards.

## Teva's leadership in Pharmacovigilance

We advocate and contribute to the development of a higher standard of pharmacovigilance across the pharmaceutical sector.

For example, Teva Pharmacovigilance played a significant role in organizing the 2014 European Generic Medicines Association (EGA) Pharmacovigilance forum. Wendy Huisman, our EU pharmacovigilance lead, presented at the forum and led a workshop.

We also received positive feedback from the European Medicines Agency's Pharmacovigilance Risk Assessment Committee (PRAC) on the format of our Periodic Safety Update Reports (PSURs). The Committee requested that all EU marketing authorization holders adopt the format for adverse event overview that Teva uses in its standard PSUR template.

## Patient Communication

We know that patients want and need information. We communicate all pertinent safety information through a variety of channels including patient leaflets, product labels and materials provided to healthcare professionals. Technology also allows us to track safety data more easily and to respond

more quickly. Teva is careful to communicate safety concerns as soon as they have been verified. Teva regularly looks for new ways to effectively and appropriately communicate with our patients to provide them with the most up to date safety information possible.

## Teva's Response to Furosemide Concerns

Between June 7 and July 9, 2013, a number of adverse event cases were reported to Teva in France, raising safety concerns with Furosemide – a loop diuretic used to treat congestive heart failure and edema.

Teva recalled Furosemide in France, based on reports that Zopiclone, a medicine used for the treatment of insomnia, had been found inside Furosemide blister packs. We confirmed that the relevant batches of these medicines had been packaged on different days. The French National Security Agency of Medicines and Health Products opened an investigation, and we worked closely with them to monitor and publish the number and severity of reported cases.

The French investigation concluded that the apparent switch could not be attributed to Teva's manufacturing process, so the investigation's focus moved to either possible human error or an intentional switch at the point of sale. In July 2013, the investigators concluded that the safety concerns regarding Furosemide were unfounded, and that there was no verified "safety signal" that would indicate a possible causal relationship between this drug and the adverse events in question. The European Medicines Agency was then informed that there was no actual safety signal involving Furosemide.

## Product Labeling

Product labels help patients to understand important guidance about product usage, side effects, medical risks and other relevant information for our medicines. To ensure our labeling is current and our patients are kept informed, we provide and regularly update this material on the packaging and leaflets of all Teva products.

### Labeling for Local Markets

Teva recognizes that our product labels must provide patients with clear instructions for the appropriate use of medicines and must fully articulate any safety concerns. As a global provider of medicines, we face challenges in meeting regional regulatory and language requirements for our product labels. We meet this challenge through the use of country-specific labels for both our branded and generic products. This approach ensures language accuracy, patient familiarity and regulatory compliance.

Our commitment to effective product labels is aided by focus groups and market studies that help us understand how patients in various regions interact with products, labels and leaflets. The results of this research, along with the local regulatory expertise of our local teams around the world, help inform design and messaging.

We conduct a thorough review of the messaging on our labels each year or whenever a relevant change is made in regulatory guidelines or product information.

## Counterfeit Drugs

Counterfeit drugs present risks to the pharmaceutical industry, and to the safety of our patients. Teva recognizes the severity of this issue, and is taking steps to ensure that our patients receive authentic, safe and reliable products. We use a multipronged approach to combat counterfeit medicines, which includes securing the supply chain, detecting and rapidly responding to counterfeit activity and raising public and stakeholder awareness to the dangers it poses.

We combine business practices, legislation and regulation, enforcement and technology to reduce counterfeiting and improve patient safety. Our labels help verify the authenticity and safety of our medicines, and we use individual package serialization to enhance supply chain security. We meet all anticounterfeiting requirements in the markets we serve. In 2012, we implemented a company-wide anticounterfeit policy to minimize and mitigate the risk of such activity penetrating our supply chain.

We track new regulations around the world as they are developed, and introduce new measures as required to ensure compliance. These measures range from bar codes, to serialization and full track and trace.

In line with emerging U.S. regulations, we will provide lot transaction histories for all U.S. shipments by the required time frame of January 2015. Serialization on sales units and case shippers will follow in 2017, with full track-and-trace in place by 2023 when regulations become effective in the U.S.

We will also implement a global plan to upgrade packaging lines across our sites to comply with new requirements.

## *Promoting Medical and Scientific Excellence*

*Scientific excellence underpins our work to develop innovative medicines that address the unmet needs of patients. As patient needs continue to evolve, we will continue to apply scientific rigor to our commitment to deliver better health outcomes.*



Our medicines help healthcare professionals (HCPs) improve outcomes for their patients. Given their role as the providers of frontline care, we work closely with HCPs, and we recognize that these relationships must be managed according to relevant regulations and with a commitment to patient benefit.

We collaborate with HCPs on clinical research projects and medical consultation in countries where we operate. We also occasionally

sponsor HCPs to attend relevant professional or educational meetings and events. These collaborations provide us with valuable scientific and medical insight and help us to better understand patient concerns. In all dealings with HCPs, we maintain high ethical standards, ensuring that they are not improperly influenced and that our mutual relationships focus on improving the practice of medicine and development of science.

## Ethical Support in Medical Excellence

We target our work with healthcare professionals on areas that advance our healthcare mission, following our Code of Business Conduct and regulations governing interaction with HCPs. When applicable we compensate HCPs, taking care to ensure that such payments are not perceived as inducements or rewards for prescribing our products. We are developing local, regional and global policies and standard operating procedures in parallel with existing local and regional reporting requirements governing specific interactions with HCPs.

In some countries, certain HCPs can qualify as government officials for the purposes of anticorruption laws. To ensure clarity in managing these relationships, we have:

- Revamped our Code of Business Conduct and Anti-Corruption Policy
- Developed a Global Policy on Interactions with Members of the Healthcare Community (to be launched in 2014)
- Developed a Global Policy on Interactions with Government Officials Other Than Members of the Health Care Community (to be launched in 2014).

Our Anti-Corruption policy is available at <http://www.tevapharm.com/About/Pages/Teva-Global-Anti-Corruption-Policy.aspx>

## Supporting the Next Generation of Neuroscientists



Teva initiated and is leading a unique neuroscience research collaboration, focusing on novel therapeutic approaches to tackling some of the most challenging diseases society faces today. We have made a five-year investment of \$15 million in the Israeli National Network of Excellence in Neuroscience (NNE).

The NNE supports research across 10 leading academic institutions and medical centers by funding research grants, postdoctoral fellowships and PhD scholarships. It also facilitates interactions between researchers and leading drug development experts in the pharmaceutical industry. In 2013, the NNE selected 50 projects out of close to 300 applications. Research themes ranged from basic science to studies of animal models and innovations in therapeutic areas (e.g. Parkinson's, Alzheimer's, Huntington's and multiple sclerosis) to new targets for drug development.

An important focus of the NNE is supporting young scientists. During the 2014 annual Biomed meeting in Tel Aviv, 25 NNE-funded young scientists participated in a "speed talk" session in which they explained their academic work to an audience of biomedical specialists. Teva's President of Global R&D and its Chief Scientific Officer, Dr. Michael Hayden, led an informal group discussion with the NNE young scientists, providing guidance and sharing his own experiences as a young scientist.

Later in 2014, the first annual meeting of the NNE, titled "Advancing Neuroscience," brought together Teva Global R&D leaders and the NNE community for two days of scientific exchanges and discussions aimed at enhancing intranetwork collaborations. The meeting resulted in at least a dozen new such collaborations, primarily among the NNE researchers. Three of the top academic institutions in the world are also members of the NNE Hebrew University of Jerusalem, Technion Israel Institute of Technology and Tel Aviv University.

This work is part of a global collaboration effort, in which we partner with leading academic institutions to tackle clinical and scientific challenges. Other key collaborations include partnership with Cancer Research Technology Ltd. on the research and development of first-class cancer treatments, and a global research collaboration to drive insights into neuroprotective therapeutic approaches in Huntington's disease (HD).

## Responsible Sales and Marketing

*We are committed to responsible sales and marketing. These efforts assist patients in understanding how to use our products, by providing information on side effects, dosage and other drug-related issues.*



Together with healthcare providers, who play an important role in this process, we seek to clearly convey this information and never obscure relevant details.

Teva will continue to honor the obligations of our IVAX Corporate Integrity Agreement (CIA) throughout its duration, which will end in 2014. The CIA requires internal compliance controls and oversight, senior leadership commitment, and monitoring of our interactions with healthcare professionals

and patients. Teva is committed to maintaining an effective compliance program after the termination of the CIA and beyond.

We carefully monitor compliance with the Foreign Corrupt Practices Act (see Governance and Ethics) We also explicitly separate sales and marketing considerations from our independent medical education grants, charitable donations and support of external medical and patient groups.

## Ethical Marketing

Ensuring the ethical promotion of our products is critical to Teva's integrity. Our high standards are reflected in our Code of Business Conduct, which governs our approach to sales and marketing, and in our policies and procedures for interacting with healthcare professionals and patients. While marketing regulations may differ by region, we adhere to the ethical marketing guidelines in our Code of Business Conduct in all countries, even if this puts us at a competitive disadvantage.

We create customized marketing materials and supplementary educational information for each of our distinct customer groups, to comply with all appropriate laws and regulations. A rigorous review process ensures that all promotional materials, messages and presentations comply with internal policies and meet legal, medical and regulatory requirements. Such materials must be approved by a Promotion and Advertising Review Committee (PARC), composed of members from our Legal, Medical, and Regulatory departments, to ensure that these materials:

- Are consistent with approved product labeling
- Are accurate and not misleading
- Make claims about a product only when properly substantiated
- Reflect the balance between risks and benefits
- Comply with all other applicable regulations.

## Information Transparency

Access to current scientific information about our products is vital to the healthcare community, and we seek to be as transparent as possible about product-related medical data. We make this information available through on-label messaging, company and product websites, and communications from our field-based medical and sales teams as well as by providing information materials at major medical gatherings.

Teva makes a clear distinction between promotional materials and scientific information about our products. Our sales representatives can distribute and discuss only approved on-label information and promotional materials that meet legal, medical, and regulatory guidelines as outlined above. When Teva sales representatives receive specific medical information requests related to scientific or off-label questions, they refer these to specially trained colleagues in our Medical Affairs Department.

## Patient Privacy

Patient privacy is a key concern at Teva, and we adhere to best practices in secure data management for all clinical trials, patient support programs and records. Our security efforts cover the entire lifecycle of data management, from collection through processing and storage. We comply with all data security laws and regulations in the countries where we operate.

## Staff Training

All Teva employees receive training on our Code of Business Conduct every other year. Marketing employees receive supplementary training on responsible sales policies, including appropriate promotional techniques, by region, to ensure compliance with local laws and guidelines. They also receive regular training on how to appropriately handle medical questions and information requests by forwarding them to the relevant Medical Affairs representative. In 2014, employees who interact with members of the healthcare community and government officials will receive training on Teva's new policies relating to such interactions.

As part of our Global Compliance Policies, we provide training on the U.S. Foreign Corrupt Practices Act for employees authorized to

approve payment to healthcare providers and anyone in a position to influence a decision-maker in a healthcare system. We also train all relevant employees on compliance measures related to Corporate Integrity Agreements (government agreements that mandate specific oversight and compliance measures). Teva is committed to ongoing training, particularly for all customer-facing employees.

Our leadership enforces high standards of conduct for our employees. Teva does not tolerate behavior that is unethical, illegal or dishonest. All our employees are required to comply with the laws of the countries in which we operate and with the regulatory rules that affect our business. Failure to do so can result in severe penalties, including termination and potential criminal or civil actions.

## Patient Advocacy

*Our commitment to patients, and to expanding access to medicines, goes beyond the drugs that we provide. Teva supports a wide range of external projects and programs, run by independent nonprofit organizations that promote patient health.*



These partners include patient advocacy groups, professional medical associations, trade associations, organizations with healthcare objectives and other charitable organizations with a 501(c)(3) or similar status. Our partnerships with and support for such organizations help us understand the patients' perspective, find cures and fight disease. We work to advance the missions of our partner organizations and seek to be the industry's leading exponent of patient/professional relations through proactive and ethical patient advocacy efforts.

## Supporting Advocacy Organizations

Teva provides direct financial support for innovative and high-quality initiatives conducted by nonprofit healthcare groups, including patient groups, across a wide range of therapeutic areas. In addition, we sometimes contribute to fundraising events for these organizations. We only support groups that meet the following criteria:

- Provide broad public benefit, advance medical care and/or improve patient outcomes
- Provide awareness and understanding to patients, caregivers and healthcare providers of the impact of legislation, policy and regulations on diagnosis, access to treatments and patient care.

We brought multiple pain healthcare professional organizations and patient advocacy groups together for a Working Together for People with Chronic Pain advocacy summit in 2013. The summit had a dual purpose:

- To determine how the chronic pain advocacy community can work together to benefit people with pain and the healthcare professionals who care for them
- To discuss future support and resource needs for the chronic pain space.

In 2013, Teva contributed approximately \$9.7 million in support of patient and professional advocacy groups.

*Teva works with over **50** patient advocacy and professional groups in the US alone, and with dozens others in the rest of the world supporting more than **220** advocacy programs*

## Advocacy Ethics

We only consider funding requests if they are unsolicited, are developed independently of Teva and meet a legitimate advocacy objective. Additionally, programs must be impartial and balanced. All the support we provide is completely independent of product promotion or sales considerations. We have strict review procedures in place to avoid any real or perceived exceptions to this rule.

Regulations on industry engagement with advocacy organizations are constantly evolving and we monitor changes closely to ensure our continued compliance. In the U.S., our support of advocacy activities also complies with guidelines from the Food and Drug Administration (FDA), the American Medical Association and the Pharmaceutical Research and Manufacturers of America.

## Patient Advocate and Professional Relations

In seeking to support patients and healthcare providers, our relationships with certain partners go beyond financial support and include appropriate information sharing, networking, monitoring policy development and generating practical solutions. We maintain a broad network of contacts with strategic advocacy organizations and track emerging third-party groups and influencers in all therapeutic areas. We pursue projects in alliance with such advocacy groups to improve health outcomes through better healthcare-related guidelines, governance, disease management and access to medicines.

Our collaborative work with advocacy groups also has had a direct impact on our business success. These partnerships help us to understand and engage in emerging policy trends and to improve upon on and communicate the social and economic value of Teva's products.

## Manufacturing and Supply Chain Quality

*Our ability to provide an unrestricted supply of safe medicines is essential to our success and to the well-being of our patients.*



Maintaining a fail-safe network of suppliers and internal manufacturing processes that ensure quality, reliability and responsibility is therefore a priority for our business.

Our global manufacturing and supply chain network encompasses 21 Teva-owned manufacturing sites that produce more than half our active pharmaceutical ingredients (APIs) and 50 Teva-owned finished dosage pharmaceutical manufacturing sites, with two additional sites currently under construction.

In addition, thousands of third-party suppliers provide us with raw materials (including the rest of our APIs) and packaging, and around 500 suppliers produce final packaged products. This global network supplies Teva and our patients with drugs in more than 60 countries. In 2013, we spent \$9 billion, with more than 90,000 suppliers. Of this, approximately 40 percent was spent on direct materials and 60 percent on indirect goods and services. Around 45 percent of our external supplier spend originates from Europe, 27 percent from North America and 15 percent from Israel.

## Our Approach

Teva's efforts to deliver a safe and secure medicines pipeline go beyond compliance. We embrace suppliers as partners, working closely with them to improve their performance. We share best practices from our own operations, provide resources during supplier quality reviews, and support investments and upgrades that help them comply with cGMP, GDP and local environmental laws.

We require all suppliers and our owned manufacturing facilities to adhere to a range of robust standards to ensure quality and safety. These include the stringent standards outlined in the pharmaceutical industry's current Good Manufacturing Practices (cGMP) and Good Distribution Practices (GDP), additional requirements from regulatory authorities globally and Teva's own standards of compliance. The latter help to safeguard the health of our patients as well as to produce good-quality medicines.

We are working to develop a Supplier Code of Conduct and expect to roll this out globally by early 2015. For employees, our internal Code of Business Conduct provides clear guidance on conflicts of interest and gifts that might appear to influence our business decisions.

To ensure quality, we use Quality Technical Agreements (QTAs) – legal documents that set out comprehensive quality and compliance expectations for both Teva operations and our suppliers. QTAs include the requirements to follow cGMPs as well as marketing authorization procedures and Teva-specific quality standards.

We also perform audits of material suppliers on a global basis, to confirm compliance with our own quality standards, regulatory

requirements and the cGMP and GDP standards. These include audits of suppliers of APIs, finished dosage forms and laboratory and packaging services at least once every three years. Suppliers of primary packaging materials and critical excipients (inactive ingredients used in medicines) are audited at least once every five years. Audit findings are widely communicated internally to key stakeholders, as well as to the suppliers. Where we uncover issues, suppliers are required to respond with a corrective and preventive action plan. We work with sites that do not pass our audits to implement these plans and improve their quality systems.

Teva also performs audits of its own facilities, determining compliance with our own quality standards and systems, as well as the governing regulations for the site. Any deficiencies result in both corrective and preventive actions. Inspections are performed by the local sites as well as our Corporate Quality Auditing group. In 2013, Teva received no FDA Enforcement Actions or other regulatory actions relating to quality standards.

### 2013 Audits

In 2013, we completed audits of nearly 900 suppliers globally, with more than 1,000 audits planned for 2014. This total includes but is not limited to contract manufacturers, packagers and labs as well as API, ASM and excipients. In 2013, less than 4 percent of the 900 audits produced unsatisfactory results, and we are working with all relevant suppliers to rectify the problems identified.

As regulations become more rigorous globally, we are committed to maintaining our own

manufacturing sites to the appropriate standards. Our new facilities are designed to meet not only current but also potential future regulatory requirements. We monitor new and emerging regulations that affect our sites around the globe, working proactively toward compliance by identifying gaps and implementing improvements.

### **Maintaining Secure Supply**

Close management of our manufacturing and supply chain network is critical to maintaining a secure supply of medicines to patients who depend on them. We conduct GMP audits on direct suppliers, usually prior to submission of the supplier's registration file. We carry out audits of our main suppliers, covering aspects such as their supply chain, capacities and supply risk mitigation activities. We further mitigate risks to our supply through

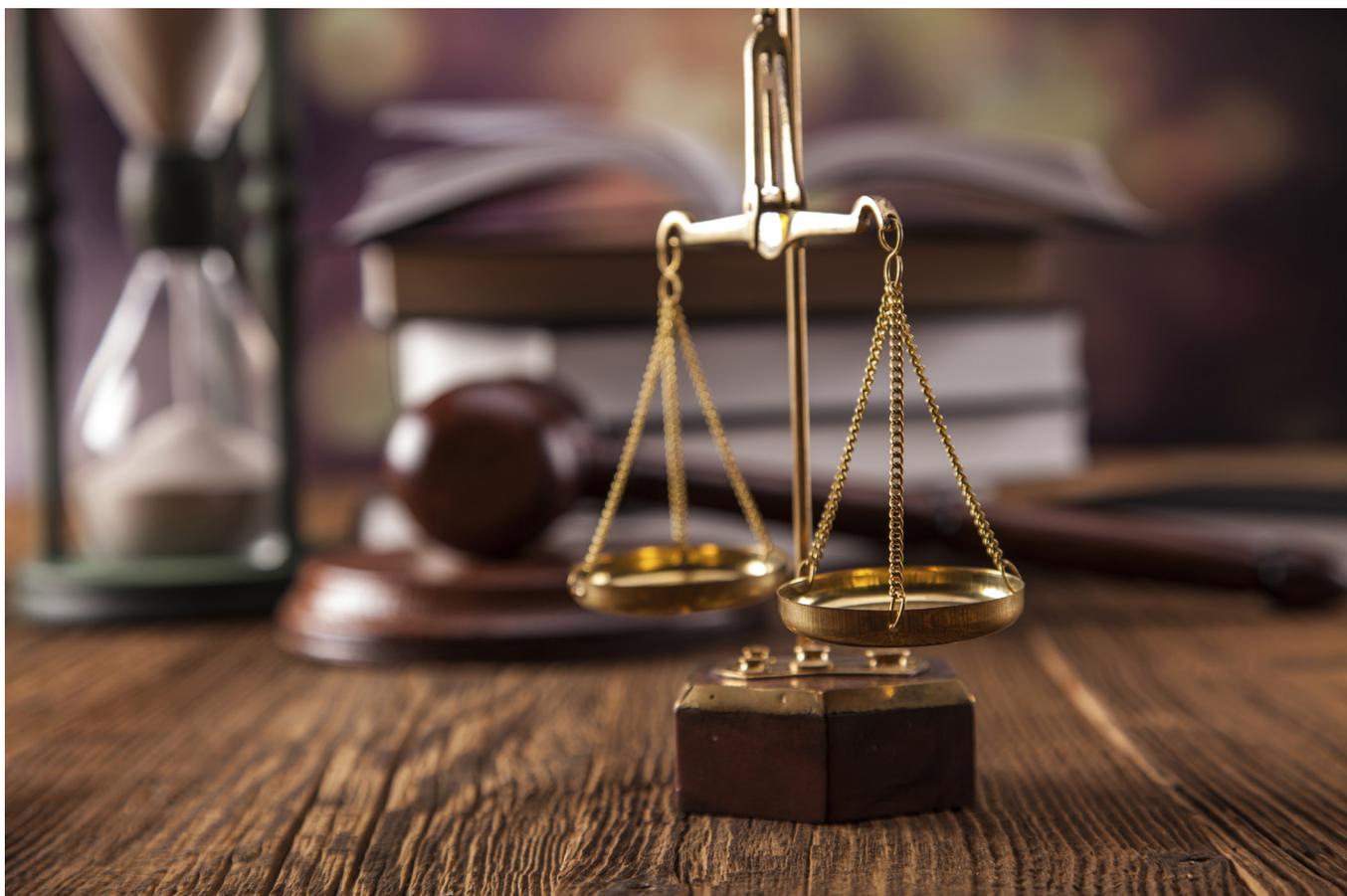
the provision of supply agreements, quality agreements and standard terms and conditions with each order.

Additional security measures to keep our supply steady and consistent, meeting the needs of patients, include:

- Dual sourcing: For key products and materials, we make sure we have alternate sources, both within and outside our own manufacturing network
- Collaboration: We work with suppliers to share information that helps both parties forecast and manage risks and opportunities
- Monitoring: Our global purchasing team continually assesses suppliers to confirm the successful production and delivery of products.

# Governance and Ethics

*Each action Teva takes, each action our employees take, shapes the ethical character of our company. That character is at the heart of how we operate and it is what sets us apart in the marketplace. It drives our deep commitment to expanding the availability and affordability of medicines for patients worldwide.*

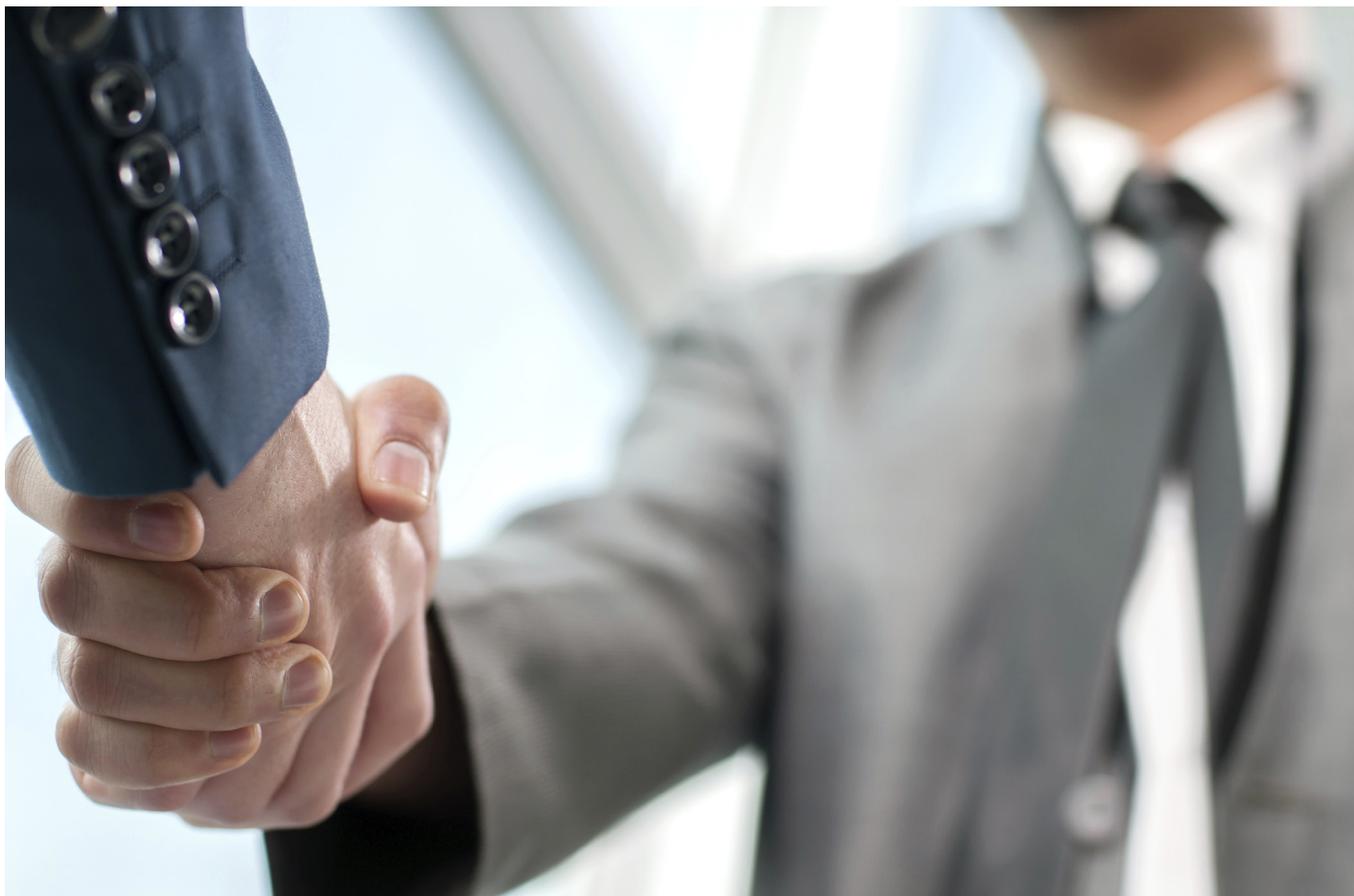


From the Board of Directors and CEO to each individual employee in each unit, we are unwavering in our commitment to doing what is right while striving to reach our financial and business goals. Although we face complex challenges as we transform our business, no objective is worth compromising our values or ethical standards.

Maintaining the patients' trust is essential to our business success, and Teva upholds the highest ethical standards for our Board of Directors, executives and employees. At the end of 2013, two of Teva's 15 Directors were statutory independent directors and two were women. The Board of Directors has appointed six standing committees to oversee specific business activities, each of which is guided by a Charter. Full details are available at [www.tevapharm.com/About/Pages/Committees.aspx](http://www.tevapharm.com/About/Pages/Committees.aspx).

## Business Ethics

*It takes effort to uphold our core values and deliver on our promises of ethical conduct to patients and other stakeholders. To make this happen, we place high importance on communicating our Code of Conduct and other policies to employees and ensuring they understand how to apply these in their day-to-day work.*



### Code of Business Conduct

Our Code of Business Conduct provides guidance to all Teva employees, Directors and business partners. In 2013, we revised the Code to make it easier for employees to read, digest and reference. We also added relevant insights on how to apply the code in specific situations (see box). The code's five key chapters focus on our five core values – integrity, respect, collaboration, excellence and leadership.

Through 2013, 95 percent of our employees worldwide completed an in-person or online training course on the new Code of Conduct. The Code of Conduct is available in 32 languages and the training course is available in 22 languages. All new hires will be required to complete the training, and all employees must be re-trained every two years.

## Bringing Our Code of Conduct to Life

The following extracts demonstrate how we provide our employees with practical guidance on applying our values..

### Integrity

**Q:** My group is seeking the advice of a neurologist on a project. Can I suggest we retain of a neurologist who is a family member?

**A:** Since this may present a conflict of interest, you must disclose the relationship with your manager, who will review the situation and determine what steps should be taken to manage the potential conflict.

### Respect

**Q:** One of my co-workers emailed an inappropriate joke to me and some fellow employees. I found it offensive, but don't know if I should approach my co-worker with my concern.

**A:** We are committed to maintaining a professional work environment in which all Teva employees are treated with respect and dignity. Therefore, offensive or inappropriate behavior is not acceptable. If you feel uncomfortable speaking to your co-worker directly, please contact your manager and/or the Human Resources department for assistance.

### Collaboration

**Q:** I maintain a personal blog that covers a number of topics including healthcare-related issues. I express only my personal opinions. Do I need to indicate my affiliation with Teva?

**A:** Ask yourself whether a reader who discovers your position with the Company might think a particular comment of yours was biased or that you might be hiding your affiliation. In this situation, reconsider whether you want to post that particular item or disclose your affiliation. When disclosing your affiliation, make clear that your ideas or opinions are personal and may not represent the position of the Company.

### Excellence

**Q:** In order to meet year-end sales targets, can I offer my customers a discount if they overstock their supply so I can book the sales this year?

**A:** No. It is inappropriate to manipulate sales orders in order to show better results for a certain financial period. This type of intentional misconduct, whether for your personal benefit or the benefit of others, constitutes fraud, which is strictly prohibited by law and Company policies.

### Leadership

**Q:** A researcher from a university contacted me and stated that she had an idea for a clinical trial involving the use of one of Teva's products. What should I do?

**A:** Teva encourages the conduct of research to promote science. Any such research must be conducted in accordance with legal requirements, ethical considerations and while maintaining and safeguarding Teva's interests. Any such request should be forwarded to the Legal Department and the relevant business representative within the Company.

The full Code can be viewed at <http://www.tevapharm.com/About/Pages/AboutUs.aspx>. Teva's Code of Conduct is supplemented by policies that cover specific topics in more detail. These include our:

Teva's Code of Conduct is supplemented by policies that cover specific topics in more detail. These include our:

- Anti-Corruption Policy, updated in 2014
- Global Policy on Interactions with Members of the HealthCare Community, developed in 2013 (to be launched in 2014)
- Global Policy on Interactions with Government Officials, who are not Members of the HealthCare Community developed in 2013 (to be launched in 2014).

To provide guidance for engaging with suppliers, we also launched in 2014 a Global Third Party Due Diligence Procedure document to support our Global Procurement Policy.

During 2013, we trained 95.4 percent of our target population on the updated Anti-Corruption Policy – over 20,000 employees. In 2014, we will train relevant employees on our Anti-Corruption Policy, Interactions with Members of the Healthcare Community Policy, Interactions with Government Officials Policy and Third Party Due Diligence Procedure.

## Reporting Violations

We encourage employees to raise questions on violations of our Code of Conduct, policies or other compliance matters. Our Code of Conduct provides guidance on how to recognize and report potential violations. Our Office of Business Integrity is responsible for addressing all reported violations. Employees can report misconduct directly to the Office or through the Teva Integrity Hotline. Other options include talking to their manager or next-level manager, the Human Resources, Compliance or Legal departments, or an Internal Auditor in their country. We provide

all these channels so that our employees can choose the method with which they are most comfortable. In 2013, employees reported 211 concerns. We addressed every report and when appropriate conducted further investigations.

## Human Rights

Teva supports human rights through our participation in the UN Global Compact, which we joined in 2010, focusing our efforts on employees.

We believe in the right to earn a living wage and respect the right of employees to form associations freely and to engage in collective bargaining. We maintain positive relations with employee representative groups across all our sites.

Our Code of Conduct states that each employee should treat his or her colleagues with dignity and respect, and that we value diversity and inclusion and are committed to supporting diversity in our workforce. For more on diversity at Teva, see Employees.

Teva strongly supports the elimination of all forms of forced or child labor. All our employees around the world are employed of their own free will. Due to the nature of our business, which requires highly-trained researchers to work with our products, it is effectively impossible that we would employ child labor in our own operations or those of first-tier suppliers.

## Animal Research

We conduct some animal research in order to assure the safety of patients we help to treat, and as part of our work to discover new therapeutic drugs. Animal research is a controversial issue, and we comply with

all local laws and internationally accepted principles governing its conduct. Teva is strongly committed to carrying out this research responsibly and minimizing the use and discomfort of animals where possible.

We operate four laboratories that conduct animal research – one in Israel, one in the United States and two in Hungary – which subscribe to the 3Rs, an industry standard for animal use in research:

- **Replacement** – Use non-animal methods when possible. Where practical, we use in-silico predictions to replace animal testing in assessing the safety of drug intermediates and contaminants.
- **Reduction** – Use methods that reduce the number of animals used.
- **Refinement** – Use methods that improve animal welfare. In some cases, we provide animals with pain relief through analgesic medications and anesthetic procedures.

In order to ensure that use of animal research is necessary in each case, an ethical committee of external experts and employees from different functions reviews applications from our biological research staff. These are approved only where such use is justified and the number of animals is not excessive.

At present, we track only the number and type of animals in our Israeli laboratory, but our goal is to expand this monitoring program and our animal research policies globally. We currently do not track research conducted on behalf of Teva by contractors. However, we aim to work only with vendors who comply with local laws and in countries and regions where modern regulations for use of animals in research are strictly enforced.

## Risk Management

Our Enterprise Risk Management program provides a structured, consistent and continuous process for identifying, evaluating, managing and reporting on opportunities and threats across our organization. The program aims to integrate risk management into Teva's company culture and decision making processes. Our Global Risk Management Unit is responsible for implementing and monitoring stringent risk management processes throughout the company, and supports activities across our business units and regions. Each year they conduct questionnaires, interviews and workshops with business unit leaders and senior corporate executives to identify and rate the severity and probability of a range of risks to the company.

Some of our key risks relate to the performance, regulatory approval, patenting and commercialization of our products – including how they perform in the market against competing products. In addition, our future success relies on continued innovation and the development of new products – a process which requires a significant investment of time and money. Other key risks relate to our potential failure to carry out aspects of our business strategy, such as finding appropriate acquisition and collaboration opportunities. For full details, please see <http://www.tevapharm.com>

To guard against risks, we assign a 'risk owner' to each one, who prepares mitigation plans and tracking indicators. In addition, senior executive Risk Champions monitor and manage risk within their region or business unit. Risk owners has ultimate responsibility for risk management processes. To support oversight, a risk dashboard methodology was introduced in 2013, which is circulated to the Risk champions each Quarter, and makes it easy to track high-level risks.

## Public Policy

*Public policies on health around the world can have a direct impact on our business. Our advocacy efforts on issues that affect the healthcare industry focus on how to best serve our patients through first-class care and improving health outcomes and access to affordable medicines.*



In 2013, Teva established a Global Policy Committee (GPC) comprised of senior managers across key functions, and a Policy Working Group (PWG) made up of regional government affairs and policy experts, in order to co-ordinate positions across the business. The PWG identifies and prioritizes global issues, gathering input from company-wide stakeholders to provide the GPC with recommendations that balance competing internal interests and benefit the whole company. The GPC then articulates policy positions that enhance and protect Teva and our patients' interests worldwide and guide the advocacy strategies of local Government

Affairs teams around the world. In 2013, the committee released position papers on the following policy issues:

- Clinical trial transparency
- Combating counterfeit medicines
- Timely access to Gx medicines
- Incentives for continued innovation

We lobby government agencies and provide advice to legislators and policymakers on issues that impact our business, patients, customers and the wider healthcare industry. These activities are guided by our Global Policy on Interactions with Government

Officials. To make the most of these efforts, we collaborate with other healthcare companies, pharmacies and related organizations, as well as patient, consumer and other advocacy groups on issues where we have shared concerns. The following organizations are among those we belong to or work with on public policy issues:

- World Health Organization (WHO)
- World Intellectual Property Organization (WIPO)
- International Federation of Pharmaceutical Manufacturers & Associations (IFPMA)
- Generic Pharmaceutical Association (GPhA)
- European Generic Association (EGA)

### **Political Contributions**

In the United States, we have a Political Action Committee, the Teva PAC, to which employees may choose to make personal contributions. The Teva PAC makes donations to candidates seeking elected office at the State and Federal level that we believe will benefit our company and our patients. All contributions are voluntary and made in accordance with the Federal Election Campaign Act. In 2013, the Teva PAC contributed \$104,700 to candidates at both the State and Federal levels of government.

# Our Employees

*Teva is a people-centered company. Millions of patients around the world benefit from access to our medicines every day, and we work hard to nurture the talented employees who develop and deliver these products.*



Attracting, motivating and retaining values-driven, talented and high-performing individuals is a business priority at Teva. To help our people flourish we provide a safe working environment, offer fair and competitive compensation and benefits, foster an inclusive and diverse culture and provide ample opportunity for learning and development.

Teva respects the rights of employees to freely form associations and engage in collective bargaining. We maintain fair-minded and collaborative relations with employee representative bodies wherever we operate.

## Our Workforce: By the Numbers

### Total Workforce by Employment Contract

Category	2013
Full-Time Employees	42,281
Contingent Workers	2,664
<b>TOTAL</b>	<b>44,945</b>

### Total Workforce by Gender (full time and contingent employees)

Category	2013
Male	20,630
Female	24,315
<b>TOTAL</b>	<b>44,945</b>

### Total Workforce by Region (full time employees only)

Category	2013
Africa	28
Asia	10,598
Europe	18,987
Latin America	4,176
North America	8,454
Oceania	38
<b>TOTAL</b>	<b>42,281</b>

### Total workforce by Job Type and Gender (full time employees only)

Category	Male	Female	Total
Senior Management	4%	3%	3%
Middle Management	50%	57%	53%
Below Middle Management	46%	40%	44%

### Number of New Employee Hires by Employment Contract and Gender

Hires	Female	Male	Total
Contingent Worker	491	418	909
Teva Employee	2212	2069	4281
<b>TOTAL</b>	<b>2703</b>	<b>2487</b>	<b>5190</b>

### Number of Employee Terminations by Employment Contract and Gender

Category	Full-time employees	Contingent workers	TOTAL
Female	2,386	521	2,907
Male	2,755	425	3,180
<b>TOTAL</b>	<b>5,141</b>	<b>946</b>	<b>6,087</b>

Teva respects the rights of employees to freely form associations and engage in collective bargaining. We maintain fair-minded and collaborative relations with employee representative bodies wherever we operate.

## Safety

*At Teva we believe that everyone has the right to a safe and healthy working environment, and that all injuries and incidents are preventable.*



We strive to incorporate Environmental, Health and Safety (EHS) considerations throughout the lifecycle of Teva's products, including research and development; facility design and development; manufacturing and distribution; and commercial and administrative activities.

In 2013, we made significant changes to the governance and oversight of safety and health. Our Global EHS department provides technical support for the implementation of our EHS Policy and Standards and ensures that the relevant programs, methodologies and tools align throughout the company. A new Corporate EHS Committee composed of senior management from all Teva divisions oversees EHS across the company. We also established Technical Advisory Committees in the areas of Occupational Safety, Process Safety, Office

& Driving Safety, and Laboratory Safety, as well as Regional EHS Committees. Finally, to support a strong safety culture, we appointed EHS Leaders at many Teva sites to champion and take responsibility for safety in their departments, in addition to their usual jobs.

In 2013, we also launched a major upgrade to Teva's global EHS Management System. This system provides the framework for managing EHS across Teva, establishes minimum expectations that our operations must meet, and guides our facilities to consistently implement our standards. We expect to complete the development of this revised system over the next two years. For more information, on our global EHS Management System, please see Environment.

# TARGETZERO

zero incidents, zero injuries, zero releases.

Our long-term goal is to eliminate all work-related injuries and illnesses. In 2013, we launched a "Target Zero" campaign to help establish a positive safety mindset and promote safe behaviors. In addition, we expanded our safety KPIs to improve the way we monitor performance in certain areas, and completed a detailed third-party assessment of process safety management activities at several global locations. Recommendations are currently being addressed at local and global levels. Teva facilities operate local Hazard Reporting Boards, so that employees can report safety concerns.

Our OSHA recordable injuries and illnesses at Teva sites dropped by 30 percent globally in 2013, as did the number of injuries and illnesses that resulted in lost workdays.

We are saddened by the death of our employee in Israel who lost his life when an explosion occurred as he was feeding raw material into a vessel.

## Injuries and Lost Days

	2011	2012	2013
Fatalities	0	2	1 <sup>1</sup>
Total number of recordable injuries	537	440	306
OSHA recordable injuries rate <sup>2</sup>	1.79	1.25	0.89
Total number of injuries resulting in lost workdays	302	252	179
OSHA injuries resulting in lost workdays rate <sup>2</sup>	1.01	0.72	0.52
<b>Total number of lost workdays</b>	<b>3,542</b>	<b>2,428</b>	<b>2,028</b>

1. A Teva employee in Israel died as a result of an explosion that occurred while feeding raw material into a vessel.

2. All rates per 200,000 hours worked

## Occupational Health

Given the nature of our business, the main occupational health risk that employees face is handling hazardous materials, in particular active pharmaceutical ingredients (APIs). We have detailed guidelines in place for the safe handling of APIs and drugs, which are periodically reviewed. Our portfolio includes around 1,000 different molecules as well as tens of thousands of other substances, each of which must be handled in line with the regulations for its classification. To ensure that our employees keep abreast of changing regulations, in 2013 we implemented a global chemical hazard communication process. This step is expected to improve knowledge and management of combustible dust hazards across our global network. We also hold periodic training sessions at all relevant sites on the safe handling of APIs and other chemical hazards. The Teva Global Health Advisory Committee oversees our activities, identifies ways to implement best practices and ensures that we follow guidelines and achieve 100 percent compliance.

## Mexico Plant Highlighted by Government for Safe Operations



Over the past two years our TAPI Mexico plant implemented a significant program of activities to embed safety management processes and a safety-first culture, and to maintain 100 percent compliance with national and international safety standards.

Training and communication has been crucial to the program's success. Every employee in the plant participated in mandatory training programs, including all on-site contractors. On-site emergency response and first aid teams received intensive additional training, and new Process Training kits include safety information on each process that takes place at the plant.

Plant managers identified five critical safety issues, which are communicated to employees and contractors at every opportunity – during “five-minute talks,” on computer screen savers, and more. To demonstrate the importance of safety messages, the leadership team has shared them by conducting safety awareness meetings and open forums. For example, the entire leadership team presented the new EHS policy to the workforce, and asked whether they were living up to the policy.

As a result of this work, the Mexican Secretariat of Labor awarded the plant its "Safe Place to Work" certificate in January 2014. In addition, the Secretariat highlighted TAPI on its website as a case study of safe operations.

## Health and Wellness

*We encourage our employees and their families to lead healthy lifestyles. Benefits such as sponsored medical screenings and health checkups are available to the majority of employees worldwide.*



Our business units implement additional health and wellness activities on a country-by-country basis to best reflect local needs and interests. These can include flu vaccinations, nutrition and exercise programs, and wellness initiatives covering lifestyle-related issues such as smoking cessation and diabetes (see country examples below).

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such as smoking cessation and diabetes (see country examples below).

Our long-term goal is to expand our global health and wellness program to provide a comparable experience for all employees worldwide, while still addressing specific local needs. Over the past year we carried out in-depth reviews of health and wellness activities everywhere, we operate to identify needs and to leverage best practices. We also conducted interviews with health and wellness vendors to explore optional frameworks for a global health promotion program.

We have begun incorporating health and wellness initiatives under the oversight of compensation and benefits experts, as part of our Global Total Rewards employee platform.

This will strengthen our governance of this important area and help us to map out the health and wellness needs of each country.

## Promoting Good Health Around the World

Teva's health and wellness activities around the world in 2013 included the following highlights, among many others.

### Israel

A new fitness campaign, "Get in Shape," offered group classes and lectures at Teva sites across the country. Employees also took advantage of opportunities to join events such as the Nike Nightrun in Tel Aviv, Cycling Around the Kinneret, and the Jerusalem Marathon. The campaign builds on the success of Teva Israel's existing Health and Sport program.

### Germany

Our holistic approach to health and wellness programs and support includes cultural activities, fitness, daycare, stress reduction and even wealth management. For example, we have arranged discounts for local fitness centers and organized sport "communities" where employees exercise together in their sport of choice. Teva's Ulm facility offers an on-site daycare center that can accommodate up to 100 children.

### Hungary

Around 600 employees took part in our second annual Sport Day in 2013. We organized running, walking and biking activities as well as fitness classes and healthy lifestyle campaigns. Twice a year, we also participate in the national "Bike to Work" campaign.

### United States

We subsidize gym membership at all U.S. sites, and in 2013 we opened an on-site fitness center at our site in North Wales, Pennsylvania.

## *Inclusion and Diversity*

*Respect is one of our core values as well as and the foundation on which we build our approach to inclusion and diversity. We respect, value and seek to include all individuals, regardless of gender, ethnicity, age or any other differentiator.*



As an increasingly global company, looking to expand access to medicines in new markets, diversity in our ranks is critical to Teva's ongoing success. We believe that maintaining diversity and inclusion in our processes and organizational culture will raise our level of innovation, improve our insights into patient needs, enhance our employee development practices and, ultimately, give Teva a competitive advantage. For this reason, we launched a new Inclusion and Diversity (I&D) Strategy in 2013, designed to improve our

performance, including our impact on patients and partners alike.

The strategy is designed to support our aim to create an inclusive workplace culture of engagement and empowerment for all. We strive to foster an environment that encourages open dialogue and exchange of ideas, where our employees feel they can participate and be heard without being judged, and where no one is inhibited from performing at his or her personal best.

## Teva Inclusion and Diversity Strategy



Following research with internal and external stakeholders, and certain pilot initiatives, we launched our new strategy across North America in early 2014. To encourage managers to prioritize inclusion and diversity, we created a strong “ROI on Inclusion,” which demonstrated why investing in teams made up of different perspectives, experiences and

backgrounds is good for business. We also provided a flexible implementation model that enables each function to focus on areas of greatest impact. Ultimately, our goal is to expand the I&D strategy worldwide, as well as to incorporate a formal approach to hiring diverse suppliers.

## Key Workplace Initiatives

- **Teva Inclusion Network** – In early 2014, we launched seven new Employee Resource Groups (ERGs) in addition to our first ERG, for military veterans and advocates, piloted in 2012. The network aims to improve the sense of community among our employees and empower Teva's diverse workforce to realize the value of inclusion.
- **Inclusion Champions** – In the first five months since the launch of our I&D strategy, over 100 inclusion champions stepped forward from every level of the company to help communicate the value of I&D, promote our strategy, and raise awareness of related initiatives. Some fill formal roles, such as VP Executive Sponsors for each ERG, while others have supported specific activities such as managing an awareness booth as part of our International Women's Day Celebration.
- **Engagement and Inclusion Councils (EICs)** – These aim to foster engagement and create a more inclusive culture at manufacturing and distribution facilities by identifying site-level changes that will promote respect, trust, equal opportunity and fairness. Councils are comprised of selected representatives from every level at the site. Following feedback from a pilot council at one Teva plant last year, we worked hard to ensure that plant members from all levels and demographics put themselves forward for nomination in the second year so that the councils were truly representative. We plan to have a council in

place at each North American plant by the end of 2014.

- **Women's Leadership Development Platform** – In 2013, we started piloting this integrated program to advance female managers by helping women further their careers at Teva. For example, it engages senior executive sponsors in championing high-potential female employees.
- **Multicultural Professional Forum** – Another initiative we piloted in 2014, this forum meets virtually and in small groups to develop strategies to remove barriers and improve growth opportunities for underrepresented professionals.

## Future Goals

Over the next year, we plan on refining and extending our I&D strategy within North America. We will establish internal and external communication channels to consistently promote the value of I&D with both existing and potential employees. An important part of this will be formalizing the role and recognition of our Inclusion Champions, who will continue to make a critical contribution in sustaining our cultural shift. We will also look to expand our inclusive training and development programs to advance opportunities for diverse employees. In addition, we will pursue market research to learn more about the diversity of our patients and markets, and will extend our partnerships to include diverse suppliers.

## Engaging Outside Partners - Healthcare Businesswomen's Association

Stepping up engagement with external partners supports our aim of recruiting a more diverse workforce and enhancing internal development opportunities. For example, in early 2014, we established a relationship with the Healthcare Businesswomen's Association (HBA). The leading networking organization for women in life sciences companies, HBA provides networking and development opportunities for Teva's female employees.

To put forward a nominee for HBA's Rising Star program, which recognizes female leaders across the industry, we launched our own "Teva Rising Star" recognition program. Five women from across Teva's business groups were recognized for their leadership and outstanding contributions over the last year. Christine Baeder, Senior Director in North America Generics, was selected to represent Teva at the HBA Annual Luncheon in New York City.

After attending the event, Ms. Baeder commented, "It was a great privilege to represent Teva, and an amazing opportunity to be connected with a group of peers across the industry and hear how women are making a difference in the lives of the billions of patients that we collectively serve."

## Learning and Development

*To succeed in our competitive business, we need our employees to perform at their best. We encourage them to take personal responsibility for their development and advancement within the company, and to strive for excellence and leadership in all they do.*



We provide a variety of ways to help our people navigate their development paths at their own pace, and to fulfill their potential. These include development frameworks for advancing their professional skills, traditional and virtual classroom programs, e-learning programs, performance support tools and access to relevant information.

Our global performance evaluation process is designed to be collaborative. Employees attend formal review meetings with their managers twice a year, and are encouraged to seek

frequent additional feedback. They are given the opportunity to evaluate their performance, identify development needs and opportunities, and set goals. Managers are expected to offer a supportive climate that encourages on-the-job development experiences, exposure to mentors and formal training programs. Teva's talent review process uses performance evaluation to identify key talent within the company and to support their development and growth. This, in turn, supports our succession planning process and ensures that we have a pipeline of leaders.

Currently, many training and development opportunities are managed locally, within each country of operation. We are working toward a more globalized approach to our development programs and career planning so as to provide a more consistent experience worldwide. During 2013, we established a Learning & Development Center of Expertise (COE) within our corporate Human Resources function. This team is responsible for providing strategic

oversight and expertise globally in the areas of talent and performance management, career development, and learning and development. Our COE is staffed with subject matter experts who ensure that Teva has the right programs, tools and practices in place worldwide to maximize the contribution of our talented employees at all levels. Over the next year, it will focus on strengthening managerial capabilities, enhancing Teva's annual performance management process and helping the business develop key talent

## Bringing Development to Employees' Desktops

We invest in online and virtual tools that allow employees to tailor their development journey to their own needs and schedule, and to obtain the right information when they need it, including the following:

### **iLearn**

This online learning center houses a variety of resources including e-learning courses, book summaries, videos, virtual simulations and performance support tools such as job aids. It aims to support leadership and employee development and is currently being piloted for managers and employees in North America as well as for senior leaders globally.

### **GlobeSmart**

Our GlobeSmart online resource helps employees work and collaborate more effectively across cultures. It offers instant access to information and advice on how to conduct business effectively with people from over 80 countries. It also provides employees with a deeper understanding of their own cultural work style and how it may differ from that of others with whom they work.

### **Compass**

A convenient online source of information and tools for managers. Compass includes key information about our business and industry, as well as leadership and people management skills.

## Compensation and Benefits

*Teva strives to provide compensation and benefits that are competitive, equitable across our global locations and reward good performance. This approach, which we call Total Rewards, supports our aim of attracting, retaining and motivating high-performing individuals.*



Our Total Rewards package includes three main components:

- **Compensation** – We strive to provide salaries and annual bonuses that are competitive with those of our peers in their local markets, are fair and transparent, and foster a "pay for performance" culture of meritocracy. We link compensation to Teva's global career architecture, to maintain internal equity.
- **Benefits** – Plans are linked to local market regulations and practices. Our global benefits guidelines seek to ensure fairness by setting broad eligibility criteria and requiring plan alignment for similarly situated groups of employees. In most countries, our employees receive pension contributions, medical insurance coverage, risk insurance, paid time off, severance packages, a car allowance for senior managers and a lunch subsidy.
- **Equity compensation** – This is offered to select senior level employees with significant impact on the company's performance.

To ensure that we offer competitive packages, we conduct market surveys, comparing ourselves against a relevant peer group. In 2013, we conducted a robust benefits benchmarking exercise in our two biggest markets – the U.S. and Israel. In 2014, we will implement a global benchmarking tool.

We also enhanced our Total Rewards governance principles and processes during 2013 and appointed a governance policy leader to improve accountability. In addition, we launched a best practice online tool – "Ben Track" – to manage benefits and compensation.

Through mid-2014, around 70 percent of Teva's plants within nine major countries of operation had been mapped into the system, following on-site visits by our corporate team. By mid-2015 we aim to incorporate all of Teva's compensation and benefits activity worldwide, and will begin to realize improvements and cost savings by identifying areas that need aligning with our guidelines and opportunities for vendor consolidation. We also achieve economies of scale through

our multinational pool for insurance-related benefits, which includes 13 countries. This approach also improves employees' coverage and mitigates risks..

## Employee Engagement

We believe that employee engagement is critical to our business performance. We expect managers to play an active role in making sure that employees feel engaged and satisfied in their work at Teva, and to act on their feedback.

We communicate with employees globally through a variety of channels, including our dedicated intranet, emails, newsletters and town hall meetings. In 2013, we conducted our second Global Employee Survey, which seeks employees' views on 19 assorted topics, including engagement, training, development, Inclusion & Diversity and Corporate Social Responsibility. More than 31,000 employees participated – 76 percent of our global population. This feedback will be used to improve the employee experience at Teva. In addition, selected survey questions act as a component of executives' key performance indicators and compensation process, motivating them to lead in creating a good employee experience.

# *Environmental Responsibility*

*As a global company with 73 manufacturing plants, Teva is committed to business practices that promote socially and environmentally responsible economic growth.*



We believe that everyone has the right to a safe and healthy working environment; that we earn the right to operate by being effective stewards of the environment; and that all injuries, incidents and releases are preventable. By striving for excellence in environment, health, safety (EHS) and sustainability we also protect, enhance, and create business value for our organization, furthering our ability to expand global access to affordable medicines.

Teva has grown significantly, mainly through acquisition, over the past few years. We are on a journey to create and implement a global world-class approach to managing environment, health and safety (EHS) across all our sites. Some facilities already have strong EHS performance and continue to make progress; others are working to improve their record. Our new EHS management system defines our minimum expectations

for excellence at a global level – “the what” – while allowing local variations in implementation – “the how” – to reflect the huge variety across Teva’s business and global operations. As a minimum we require 100 percent compliance with local laws and regulations, and in many cases our expectations go beyond compliance. In 2013, we revised our Environment, Health, Safety and Sustainability Policy to reflect this mindset, and also improved our data collection capabilities.

Teva recognizes climate change as a major global challenge for both business and society. We continue to work to reduce our

energy use and our greenhouse gas (GHG) emissions by introducing a variety of energy-saving and renewable energy initiatives, which is expected to yield financial as well as environmental benefits.

Note: The environmental data presented in this report covers Teva’s significant operational sites, including all of Teva’s manufacturing facilities, most research sites and several major logistics sites. We are working toward collecting data for all our facilities, as well as reviewing the impacts of other parts of value chain, to determine which are material to our environmental footprint.

## *EHS Governance and Management*

*Our Corporate EHS Committee, comprising seven Teva executives, oversees EHS material issues. To allow full integration across Teva and to ensure that our program incorporates input from all businesses and regions, in 2013 we created a Global EHS Leadership Team consisting of EHS leaders from each Teva division and region along with subject matter experts with global industry knowledge.*

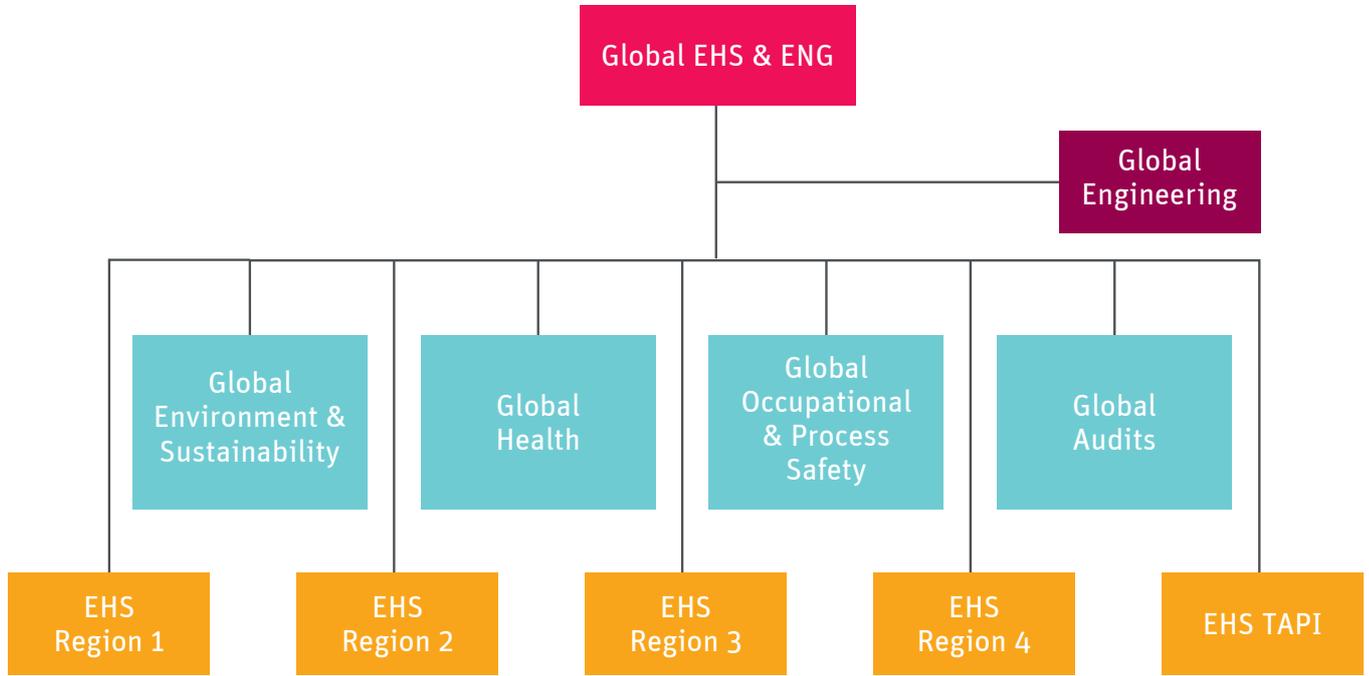


In addition, the development and implementation of our EHS program work is supported by technical advisory committees, which offer expert advice to help shape Teva's programs in the following areas:

- Environment and Sustainability
- Health
- Lab Safety
- Office Safety.

Our Senior Vice President of Environment, Health and Safety oversees this governance structure as illustrated below. The most senior executives in Teva have overall responsibility for EHS performance, while site leaders at all Teva facilities provide direct management and oversight.

### Global EHS and Engineering Organizational Chart



## EHS Roles and Responsibilities

POSITION	ACCOUNTABILITY/RESPONSIBILITY
Site Leader	→ Responsible for EHS Performance
Site EHS Leader	→ Champion EHS within the site by facilitating initiatives, coaching EHS staff, and offering expertise
Teva Employees	→ All employees are responsible for driving EHS excellence by integrating EHS into their regular business decisions
Corporate EHS Committee	→ Provides oversight of all EHS matters
Global EHS Leadership Team	→ Critical link between Corporate EHS Committee and businesses → Fosters teamwork to leverage expertise and optimize resource use
Global EHS	→ Develops policy, strategy and EHS goals → Leads public policy and issue management → Develops performance standards, implementation tools, company-wide metrics/goals and audit program → Provides technical expertise and facilitates knowledge transfer and information sharing across the company → Ensures adequate and optimized use of EHS resources
Regional EHS (Each Teva region has an EHS Head)	→ Oversees site EHS program implementation and regional EHS performance → Ensures adequacy, competency and quality of site and regional EHS resources → Controls local/regional waste management strategy → Participates in technical advisory committees and Global EHS Leadership Team
Technical Advisory Committees	→ Provide expertise and support Global EHS in setting requirements → Examine subject area performance to suggest improvement and new initiatives → Develop and share training content in subject area

## EHS Management System

In 2013 we formally began the development of our single global EHS management system, guided by our new global EHS policy, which became effective in March 2014. The policy applies to all Teva employees as well as customers, contractors, consultants and visitors to Teva locations, and can be

read here. We have also created nine EHS business processes aligned with international standards (see chart below), which will form the foundation of a world class EHS program. These will be fully implemented by first quarter 2015.

## Our Global EHS Business Processes



In addition to the nine key business processes, we are currently creating 40–50 global standards and associated specifications that will guide Teva employees in their daily actions. These will be supported by integrated specification, guidelines and compliance toolkits, which detail the operating procedures. Through our global approach to governance, Teva businesses and sites are closely involved in developing our standards and specifications, and we believe this will help promote acceptance, adoption, compliance and continuous improvement. Our target is to create and implement the management system by the end of 2016.

## Compliance

As a responsible company, compliance with local laws and regulations is a basic expectation across Teva's facilities, and serves as the baseline for all EHS program requirements. We continuously monitor changes in regulations that might be applicable to our operations, and we adapt our programs to ensure compliance. We are building a robust compliance program by instituting world-class management systems that can help us identify, investigate and ultimately prevent all incidents and cases of noncompliance.

We are also pursuing data quality improvements to make sure that we properly track and verify all relevant requirements. In 2013 we began the implementation of a global tool to help our facilities set up compliance systems and undertake self-assessments. The same protocols will be used for our new corporate audit program, launched in 2014.

Teva's Target Zero initiative aims to protect employees and the environment by achieving zero releases or accidents. The compliance-related aspects of this initiative are being formally incorporated into our new EHS management system. We are also building the capabilities of our EHS team to help achieve this ambitious goal.

## Assessments and Monitoring

We have implemented a new company-wide audit program as part of Target Zero. This includes a standard approach delivered by a team of corporate and guest auditors from various regions and sites. A uniform, centralized approach to corrective and preventive action helps us track and move actions to faster closure. We conducted the first audits in early 2014. For more on Target Zero and our safety record, see Employees.

## Health and Safety

*Our EHS policy devotes significant attention to both our environmental impacts and the well-being of our employees. As we build our new global program for health and safety, we are committed to our Target Zero goal of zero incidents and a safe, healthy workplace. Employee health and safety issues are managed by our global EHS group and described in detail in the Employees section.*



## *Energy and Emissions*

*Teva aims to minimize its environmental footprint and to have a positive environmental impact. Our first sustainability focus area includes priorities to reduce our energy use and thus our GHG emissions.*



These areas offer both operational cost-saving opportunities and an avenue to reduce our environmental impact. We continue to work toward GHG emissions reductions through a four-stream strategy incorporating efficiency, cost reduction, renewables and awareness.

To help reduce our energy use and emissions, we have instituted a new governance structure and the Global Energy Saving plan to track and

reduce energy use (see chart below).

Each Teva site has appointed an Energy Trustee, and regional energy leaders and teams are developing a five-year energy saving plan. The Global Energy team manages and monitors the plan's performance and execution, reporting to the Global Energy Committee and actively involving Teva's top management in the corporate energy-saving activities.

## Energy Governance: Roles and Responsibilities

### Teva Global Operations (TGO) Energy Saving Committee

- Governs and monitors global energy saving progress
- Meets quarterly
- Members: VP Strategy & Operational Excellence, Global Engineering, Global Energy, TGO management team

### Global Management Team

- Plans, monitors and manages energy strategy, **Owns global saving targets**
- Meets monthly
- Members: Directors of Global Energy, Regional engineering leads, TGO: Finance, EHS, IT, Logistics, Procurements, Quality assurance

### Regional working Team

- Prepares and executes regional energy plans, **Owns regional saving targets**
- Meets on ongoing basis
- Members: Regional Manager, regional leads in engineering, Finance, EHS, IT, Logistics, Procurement, Quality Assurance

### Site Working Team

- Prepares and executes site energy plans, **Owns site saving targets**
- Meets on an ongoing basis
- Members/L Site Manager, Engineering Manager, Site Energy Trustee, local leads in Finance, EHS, IT, Logistics, Procurement, QA

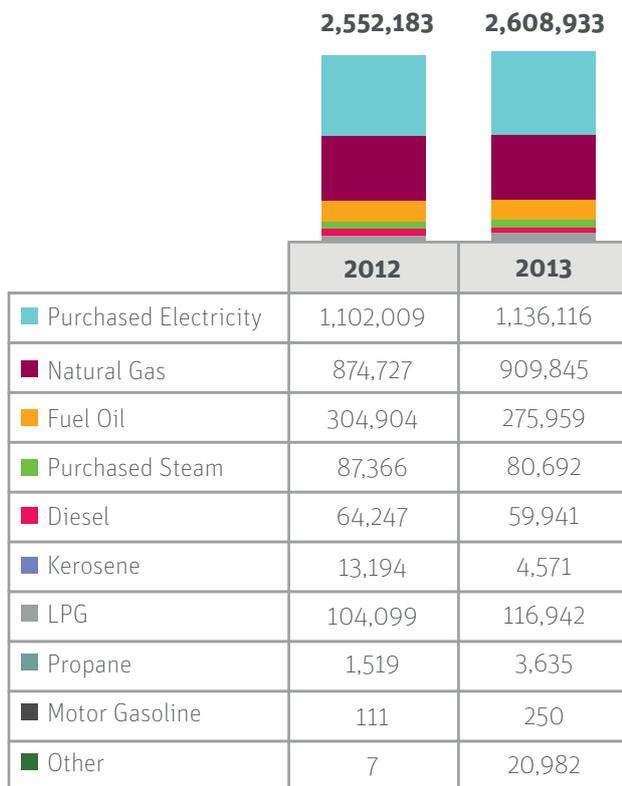
## Performance

Our total energy use in 2013 was 2,608,933 MWh, an increase of 2.2% from 2012.

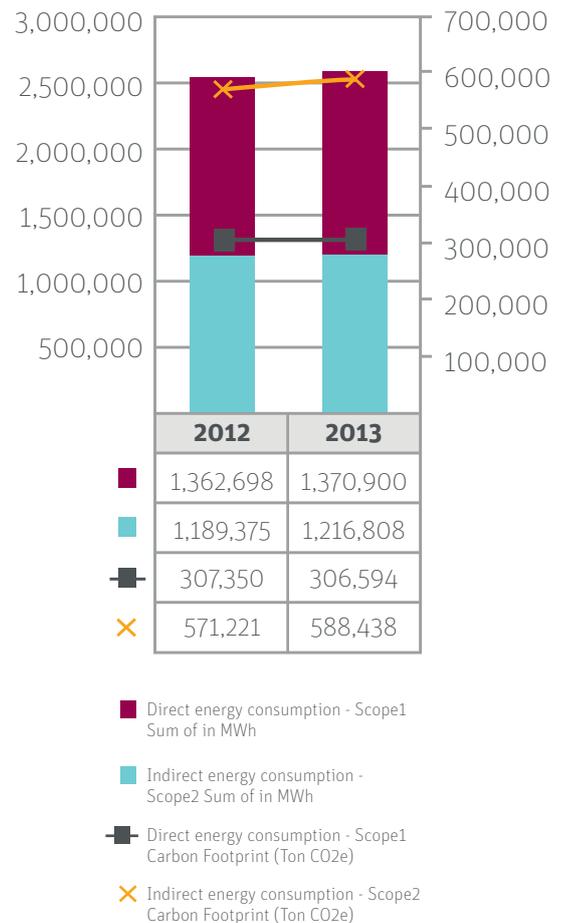
During 2013 we invested more than \$2.8 million in 14 energy efficiency projects around the globe. Many of our energy efficiency activities have a short payback period, and we estimate that, once fully implemented, these projects will save more than \$1.5

million per year in energy costs. Some of the biggest savings will come from projects that upgrade our building management systems, such as the use of more efficient lighting and cooling, boiler upgrades and thermal insulation improvements.

### Global Energy Consumption Supply Mix 2012-2013 (in MWh)



### Scope 1 and Scope 2 energy consumption



## Reducing Heat Loss through Cogeneration

In 2013, our site in Weiler, Germany, began the operation of a new combined heat and power (CHP) plant that maximizes energy use.

During electricity production, some energy is lost in the form of heat. A CHP plant uses this thermal energy to produce both heat and power at the same time – reducing wasted energy and removing the need for additional heat sources. This, in turn, reduces a site's operational greenhouse gas emissions.

In 2013, the Weiler CHP plant generated 4.6 GWh of electricity, 3.2 GWh of heat and 1.3 GWh of steam, delivering heat and electricity to production and administrative buildings across the site. The plant's efficiency has also removed the need for an additional steam generator to be built onsite.

In the future, the CHP could possibly be converted to a combined cooling, heat and power (CCHP) plant through the addition of an absorption chiller, enabling the production of combined electricity and cooling in the summer months.



## Climate Change

Teva recognizes that climate change is an enormous global challenge with the potential to affect both society and our business. In 2011 we began monitoring our GHG emissions from major Scope 1 and Scope 2 sources, such as the electricity and steam for our manufacturing processes and the purchased electricity that powers our facilities.

## Performance

In 2013, we emitted 0.89 million tons of CO<sub>2</sub>e, 1.9 percent more than in 2012, reflecting the increase in energy use outlined above. We publicly report our global carbon emissions through the CDP framework and submitted our first response in 2012. We implemented 14 projects in 2013 alone to reduce energy (see Energy and Emissions above), which we estimate will save more than 4,000 tonnes of CO<sub>2</sub> [SUBSCRIPT THE 2] e per year.

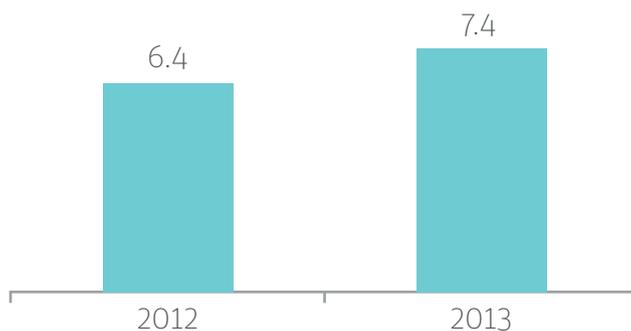
Our energy use is most affected by efficient use of our manufacturing sites. We are in the process of streamlining our manufacturing to increase use of capacity, which will reduce our energy use and related carbon emissions.

## Air Emissions

Compliance with local air quality regulations is the baseline requirement for management of air emissions at our sites. These vary by region and include requirements such as Integrated Pollution Prevention Control in Europe, the Clean Air Act in the United States,

and the Clean Air Law in Israel. Meeting these requirements has enabled us to understand our emissions and their impact in great detail. We are working to reduce air emissions beyond compliance and strive to anticipate changes in regulation to ensure that our sites remain compliant in a constantly evolving global legislative landscape. Two types of emission that warrant particular attention are volatile organic compounds (VOCs) and ozone-depleting compounds (ODCs). VOCs cause the formation of ozone and can be carcinogenic (causing cancer). We have identified their reduction at our sites as a priority. ODCs are typically used in fire protection and refrigeration, and provide a further opportunity for reduction. We are working on an ODC inventory of all equipment, with the ultimate goal of reducing ODC release to zero.

### Ozone Depleting Compounds ODS 2012-13



2. From Teva CDP Response 2013 – CC3.3b

## Water

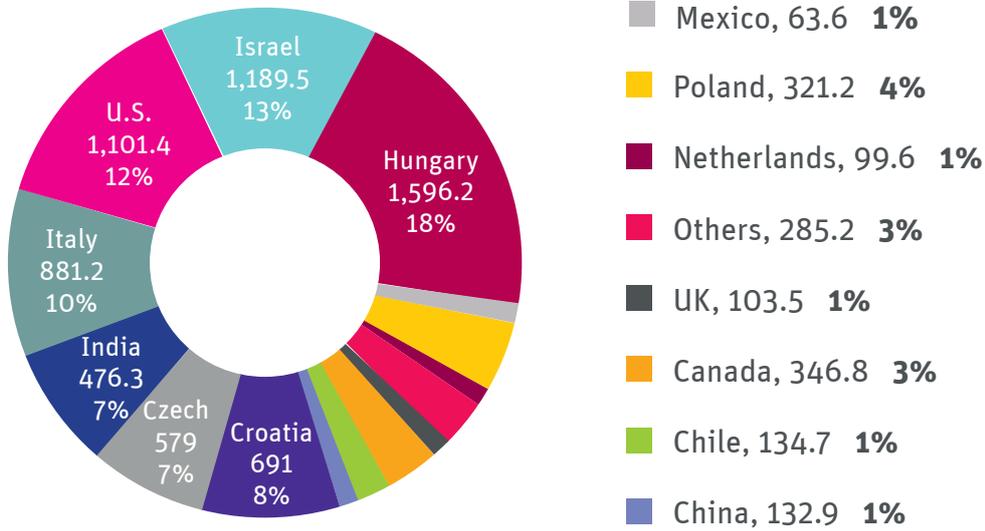
*Water is critical to life and human health. Protecting water resources is therefore important to the communities where we operate and of the viability of our ongoing operations.*



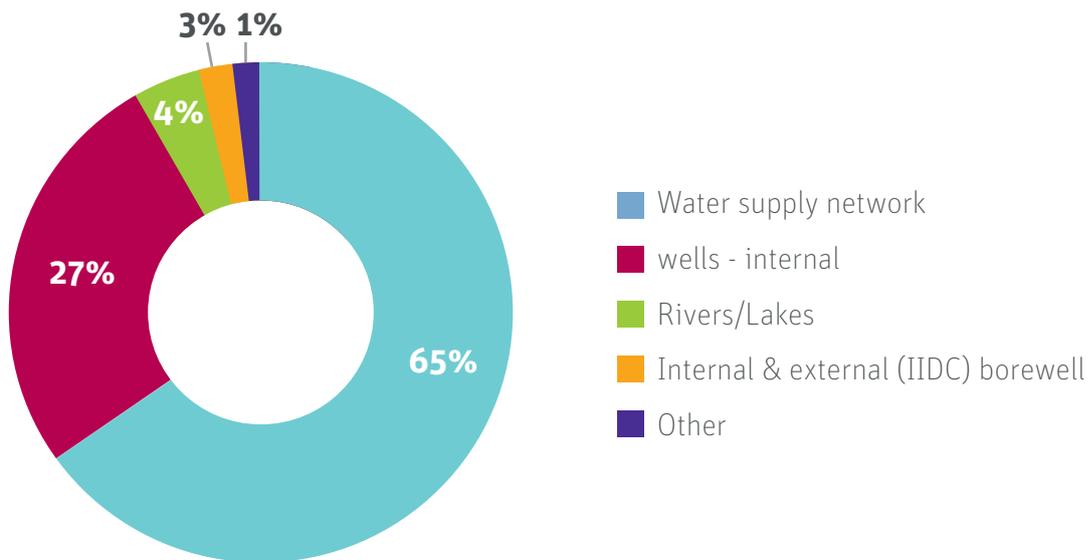
We are working to understand and reduce water consumption at our global facilities as well as examining the issue of water scarcity in the places where we operate. The water we consume is intended primarily for production processes and for cooling. Certain operations have a more intensive water use than others. For example, our Hungary operations use biosynthesis to create active pharmaceutical ingredients, a process that involves the use

of more water than other processes, but also requires lower amounts of volatile organic compounds. Our sterile product operations also require a lot of water. We employ advanced technologies to biologically treat our organic wastewater in compliance with local regulations. Where feasible, we reuse treated water from internal processes for nonproduction uses such as landscaping, washing and cooling.

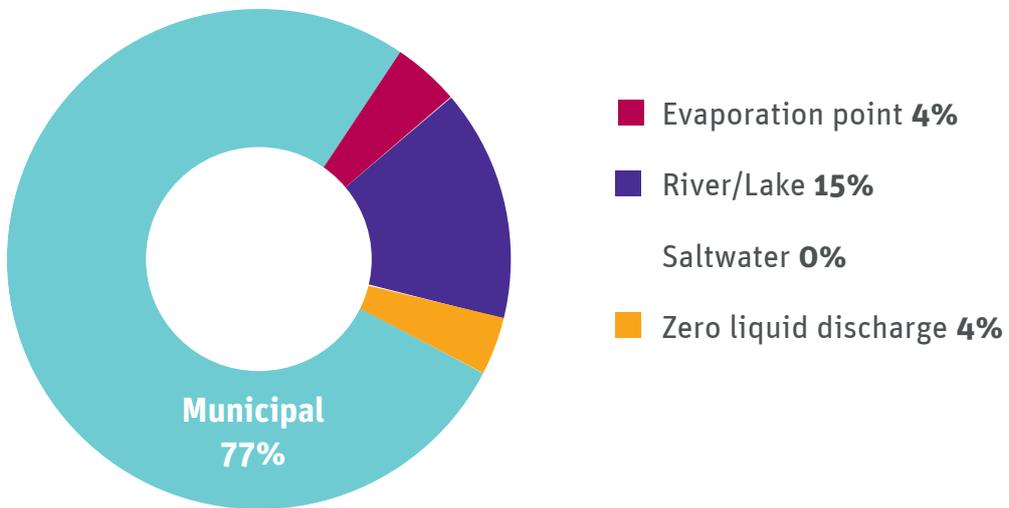
### Water Consumption 2013 by Country (in thousand M<sup>3</sup>)



### Source of Water Usage 2013



**Wastewater 2013 (In M<sup>3</sup>)**



## Waste and Solvents

*Our ultimate Target Zero goal includes zero waste. Anything we waste incurs cost to our business, which passes on an increased cost to our products.*



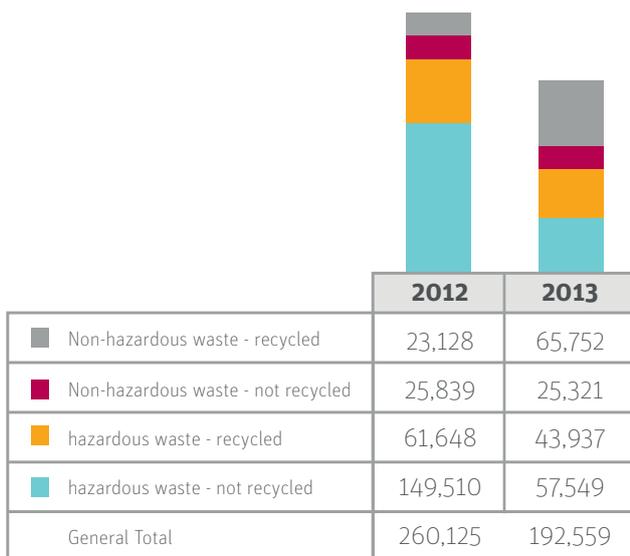
Effective and efficient management of waste can therefore both minimize our environmental impacts and reduce the cost of medicines for our customers.

In many cases, the waste we produce can be used as raw material for another business, and where we cannot eliminate a type of waste, we try to find another use for it. We have made significant progress in recycling solvents ourselves and through third parties. We also recycle metals, plastics and fiber products such as paper and cardboard. If we cannot find a recycling solution, we sometimes send our waste to be burned for energy recovery. In all cases we conduct our waste practices according to complex national and local disposal regulations and seek responsible partners to help manage our waste.

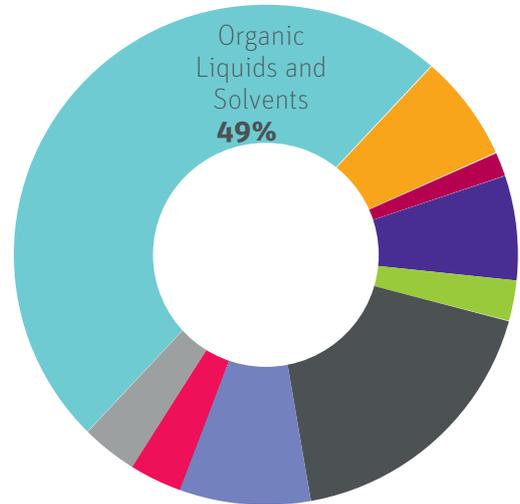
## Performance

In 2013, we generated approximately 91,100 tons of nonhazardous waste and about 101,500 tons of hazardous waste.

In 2013 we recycled 57 percent of our total waste. We are working to improve how we categorize waste, to increase recycling and reuse, and to set new goals in 2014. We recycled 72 percent of our total nonhazardous waste, but we still have more work to do in identifying recycling opportunities, for example by recycling more solvent and handling aqueous wastes differently.



## Hazardous Waste-By Type 2013 (in Ton)



- Organic Wastes other than liquids and solvents **7%**
- Packaging containing dangerous materials **2%**
- Sludge from effluent treatment/fermentation **7%**
- Other **2%**
- Aqueous Wastes **18%**
- Halogenated Solvents **8%**
- Inorganic Base Acids and Salts **3%**
- Medical Wastes **4%**

## Solvents

*Important raw materials in the manufacturing process of our products are solvents. We work hard to recover as much used solvent as possible for reuse, implementing recycling technologies both on-site and via third parties for this purpose.*



When we are unable to reuse a solvent, we find responsible partners to recycle or reuse it in other industries. In 2013, we recycled more than 28,800 tons of solvent this way.

## Solvent Recovery in Hungary

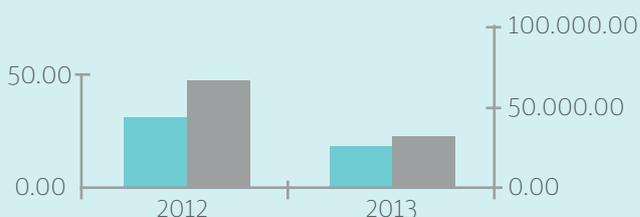
Teva's Debrecen site in Hungary is a leading example of how we are using fewer solvents at our facilities by investing in recycling methods.

The manufacture of active pharmaceutical ingredients requires the use of solvents such as toluene, hexane and methanol, which can have a negative impact on health and the environment if not handled and disposed of properly. To reduce solvent use and disposal at this site, we recycle solvents in two main ways: as part of the manufacturing process built into production plants, and at a separate solvent recovery unit at Debrecen. The production plant units use fast evaporators and reactors to recover 95 percent of the toluene used, as well as 92 percent of hexane and 93 percent of methanol. The solvent recovery unit uses evaporator and distillation columns to recover, for example, 87 percent of acetone, 96 percent toluene and 93 percent hexane.

Additional downstream processes to treat wastewater include vacuum evaporators and a stripping column. Both further remove solvent content prior to the water's being discharged for treatment.

Over the past eight years, these processes have enabled us to significantly reduce the amount of solvent we purchase at Debrecen for the manufacture of active pharmaceutical ingredients, as well as the amount of solvent waste Teva generates – (see chart below).

### Relative Solvent Consumption / Solvent Waste



■ kg solvent purchased per kg product

■ kg solvent waste per kg product



Solvent recovery unit at Debrecen

# *In the Community*

*We are committed to improving global healthcare through a range of activities that enhance access to medicines and contribute to the well-being of the communities in which we live and operate.*



We believe that one of the most effective ways of tackling social issues is to build sustainable partnerships with leading specialized nonprofit organizations. That's why we seek to develop deep and holistic relationships with the organizations we support wherever possible by making smart use of our giving channels and providing support in a variety of ways. In addition to donating funds, products, services and other in-kind donations, we encourage and create opportunities for

our employees to volunteer their time and expertise to help our partners address social challenges. Historically, Teva's community relations and investment decision-making have been made within each country to meet local needs and take advantage of local strengths. Over the past few years, we began implementing a centralized, global approach, while continuing to take into account local

needs and opportunities. We established a Global Community Relations Forum and network with representatives from our main markets and business units, and we formed guidelines and policies. In 2014, we will begin implementing a five-year strategy to further cross-company alignment around social responsibility efforts.

### Implementing a Global Approach

Our ongoing efforts to align our worldwide community giving activities, and to capitalize on a global approach, include the following:

- Integrating corporate social responsibility (CSR) into Teva's core business strategy.
- Developing and updating global policies and giving procedures, including community relations.
- Creating guidelines for our giving and volunteering and setting a new Global Donations Policy.
- Focusing our efforts for giving, partnering and volunteering on the health and well-being of local communities.
- Improving global governance of local community relations budgets, programs and personnel management initiating a professional training program for local CSR representatives to ensure a more consistent ability to implement our policies and procedures.

## Corporate Giving

In 2013 we supported over 520 community organizations worldwide, donating \$47.6 million in funds and \$61.9 million in products.



### Corporate Giving (US\$ Millions)

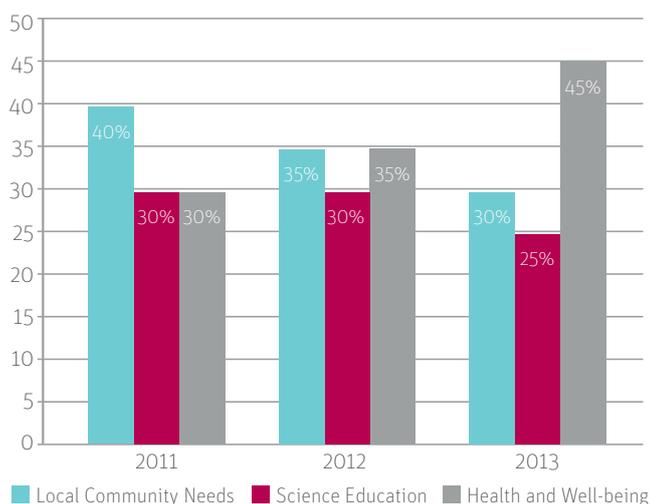
Category	2012	2013
Cash	50.1	47.6
Products & In-kind	32.1	61.9
<b>TOTAL</b>	<b>82.2</b>	<b>109.5</b>

In Teva's 2012 Corporate Social Responsibility Report, the numbers for cash and product and in-kind giving were misreported, and have been adjusted for this report. The vast majority of our product donations are made by our U.S. entity to improve access to medicines within the U.S., and in the developing world.

Of the funds we donated in 2013, 45 percent were given to projects that improve health and well-being, 25 percent to support science

education and 30 percent to support other local community needs. These numbers demonstrate our increased focus on health and well-being (see table below).

### Corporate Giving by Area of Focus



## CASE STUDIES

### Canada: Educating Cancer Survivors

For five years, Teva Canada has helped young cancer survivors reach their education goals through a partnership with Childhood Cancer Canada. In 2013, Teva donated \$162,500 and our employees raised \$23,000 to support 80 Survivor Scholarships.

One of this year's recipients is Simon Shin, a pharmacy student whose battle against cancer started at age 10 when he was diagnosed with bone cancer in a leg. He has endured more than 25 surgeries and 5 courses of chemotherapy. During his rehabilitation, Simon realized he wanted a career that enabled him to devote his life to helping others. This, along with his experience with medications, made a career in pharmacy an obvious choice and in 2013 he was accepted to the University of British Columbia's School of Pharmacy.



## CASE STUDIES

### Israel

#### ***Bringing Chemistry Wonders to Life***

Teva (Hebrew for "nature") of Chemistry is an educational program that aims to demonstrate the beauty and magic of chemistry to students in junior high schools. The program includes classes that incorporate experiential learning in small groups and hands-on activities and experiments, as well as tours of science museums, Teva laboratories and production sites.

Since the program launched in 2004, over 14,000 students have graduated from Teva of Chemistry. In 2013, we conducted an impact assessment of the program, which showed that participants demonstrate an increased interest in studying sciences, as well as an improved knowledge of chemistry.



## CASE STUDIES

### ***Teva Founders Prize and Research Grants***

For more than 20 years, the Teva Founders Prize and research grants have been rewarded to researchers who excel in life sciences and biomedical fields. The prizes are awarded by Teva in partnership with the Israel National Academy of Sciences, and the grants are awarded in partnership with the Israel Science Foundation.

In 2013, we honored scientists making groundbreaking biological discoveries that contribute to the development of medicines.



### ***Teva Award for Excellence in Memory of Eli Hurvitz***

This award honors the memory of our former CEO by recognizing excellence in education, science and culture. In 2013, the prize was awarded by a scientific committee led by Nobel Prize winner Professor-Aaron Ciechanover to two outstanding researchers in the field of immunology: Professor Dan S. Tawfik from the Weizmann Institute of Science and Professor Ashraf Brik from Ben Gurion University of the Negev.



### ***National Network of Excellence in Neuroscience (NNE)***

In 2012, Teva established the Israeli National Network of Excellence in Neuroscience (NNE) to bring together the country's leading neuroscience research and medical institutions. With funding of \$15 million over five years, we are supporting a wide range of research projects, postdoctoral fellowships and predoctoral scholarships. In 2013 50 applications were selected to receive funding awards. For more information, see Our Patients.

## Disaster Relief

*The need for access to medicines is especially acute when climate disasters strike vulnerable communities. We believe we have a duty to assist, and we do so by donating medicine through well-established nonprofit organizations taking part in relief efforts.*



Furthermore, in a growing number of disasters in recent years, we launched a global employee fundraising that which was matched by the company. In 2013, Teva and our employees donated over \$100,000 in funds and \$2.5 million worth of Teva medicines and products to help the victims of super typhoon Haiyan (Yolanda).

In May 2014, Teva and our employees reached out to assist relief efforts in the Balkan countries and provided much-needed products, including disinfectants, antibiotics and more in value of over \$160,000. A global fundraising campaign raised more than \$10,000 in employee donations that were matched by the company, bringing the total to more than \$20,000. In addition, over 70 members of the Teva Croatia firefighters team volunteered to help with the rescue and rehabilitation efforts in their region.

## Employee Volunteering

*An integral part of our community strategy is employee volunteering. It embodies our values and culture. In 2013, we continued to encourage employees worldwide to donate their time and expertise, and to deepen our relationship with patients and communities.*



We promote volunteering efforts that provide long-lasting and sustainable value to the local community, as well as offer employees opportunities to develop leadership and other business skills.

We support the many employees who volunteer in the community in various ways, for example by creating and supporting volunteering opportunities, and in certain instances providing paid time off to volunteer.

During 2013, our employees around the world donated their time to hundreds of community-based organizations and to both

national and local NGOs. Activities ranged from jogging and cycling to raise funds for MS patients in Europe, encouraging the elderly to take their prescription medicines in France, raising funds and awareness for cancer patients in North America, and supporting underprivileged families in the Baltics. Where volunteering activities already take place, we expect business units to broaden and deepen these relationships. In line with our Global Community Relations Guidelines, we encourage our employee volunteering initiatives to focus on health and well-being activities.

**In 2013**

More than **3,000** employees volunteered

More than **30,000** hours with

More than **525** community partners globally.

**Number of Employees Volunteering<sup>1</sup>**

2011	2012	2013
2,175	3,138	3,087

**Volunteer Hours<sup>1</sup>**

2011	2012	2013
28,871	30,150	30,141

1. These figures do not include employees in the U.S. and UK, and represent approximately 60% of our operations.

## CASE STUDIES

### EMPLOYEE VOLUNTEERING

#### *Europe: Team Teva Climbing Against MS*

In May 2013, a team of more than 100 cyclists from across Teva Europe participated in the annual Climbing against MS fundraising challenge. More than 100 Teva employees scaled the grueling Mont Ventoux in the South of France – some up to three times in the same day – to raise funds for the National MS Fund in the Netherlands. Eight of these had already ridden 1,200 km from the Netherlands to the south of France before they even started the ascent. The team raised nearly €24,000 for research to improve the lives of people with MS.



## CASE STUDIES

### ***US: Light the Night Walks***

Teva Oncology in the U.S. is proud to be a national sponsor of the Leukemia and Lymphoma Society's (LLS) Light the Night walk, supporting its mission to help blood cancer patients live better, longer lives. Funds raised provide funding for lifesaving cancer research, financial assistance to cover patient expenses, free educational materials and events, and endless support.

In 2013, Teva participated with more than 400 walkers on 40 teams across the U.S., raising over \$250,000 for Light the Night. We are proud to walk with family, friends, colleagues and people affected by hematologic diseases in the quest to end blood cancer.



### ***Canada: Raising Funds and Awareness for Men's Health***

In November 2013, a team of almost 40 Teva Canada male employees grew moustaches and became walking, talking billboards as part of the Movember campaign to raise funds and awareness for men's health. The team raised US\$22,765 which will go toward fighting prostate cancer, battling testicular cancer and supporting men's mental health initiatives around the world; the Teva team was in the top 8 percent of more than 1,400 Canadian fundraising teams.

## CASE STUDIES

### ***Hungary: Providing an Outdoor Space for Kindergarten Children***

When children at a local kindergarten needed a new playground, our employees implemented a recycling program to raise funds, which Teva Hungary matched. Fifty Teva volunteers then went to work renovating the playground, planting bushes, refurbishing toys and installing new play structures for more than 200 children to enjoy.



### ***France: Volunteering for Disaster Relief***

Teva France continues to support TULIPE, an organization that sends medicines to regions struck by natural disasters. In 2013, product donations were sent through TULIPE to the Philippines, Haiti and Central African Republic. Volunteers from Teva have assembled emergency kits and canteens in order to prepare first aid equipment.

## CASE STUDIES

### ***Israel: Volunteering with Disabled Adults***

For the third year in a row, volunteers from our tablets plant in Jerusalem volunteered at the Ilan hostel for disabled adults. To give the hostel residents a novel experience, they provided personalized photography tutorials. Residents used their new knowledge to take photos for an exhibition in the plant's lobby and, along with their families, attended a launch event where they were presented with certificates of participation.



### ***Baltics: Bearing Christmas Gifts***

Caritas is an organization that supports 70 children from more than 20 financially underprivileged families near our Teva Baltics production plant. The nonprofit told us that what was needed most were food and desks for the children to study and do their homework. Our employees donated the funds to buy 200kg of food, and Teva donated writing desks and chairs that our employees delivered directly to families. In addition, we donated 70 boxes of Christmas candies, which were handed out by "Santa Claus" during a festive evening event.

### ***Italy: Volunteering for Children***

In November 2013, 70 volunteers from Teva Italy took part in a "V-Day", or volunteer day, to help children with family and social problems. The volunteers worked with five nonprofit organizations dedicated to supporting these children and took part in activities ranging from gardening, cleaning, painting, preparing lunch, and playing games to supporting students in their school tasks.

# Contact Us

We would like to hear what you have to say, Please send us your feedback and insights to:

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Corporate Social Responsibility

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