1. INTRODUCTION

The 2014 Corporate Societal Responsibility Performance Report describes the CSR vision with patients and planet at the heart and provides background to those different initiatives. In addition, the performance report provides background to important UCB human resources, talent, societal and environmental data and the detailed numbers are described in Global Reporting Initiative formatted tables.

PATIENTS AND PLANET AT THE HEART

UCB intends to become the preferred Biopharma leader, offering solutions to assist people living with severe chronic diseases and their families and to diminish its ecological footprint. UCB aims to offer “health” and “improving sustainability” as critical components of UCB’s social, economic and environmental engagement of improving in people’s lives.

In UCB’s planet activities management of the planet resources, such as water, energy, waste is critical and requires an involvement of each UCB employee and UCB community.

In UCB’s patient initiatives facilitate education of patients living with epilepsy, their families, their communities and their health care professionals sustainable and well integrated in the local cultural, social and health system context. UCB, given their longstanding expertise in neurology, selected to be active in this particular field and shares with local partnerships this knowledge to build an equitable and sustainable support to the underprivileged persons living with this condition.
2. 2014 CSR ACTIVITIES AT A GLANCE

- **FEBRUARY**
  - "Rainbow Bridge" Fujian pediatricians
  - Neurology training for selected pediatricians in Fuzhou

- **MARCH**
  - "Epilepsy, Treat it. Defeat it." initiative in Myanmar
    - Myanmar Hope Epilepsy Initiative launch in Nay Pyi Taw in presence of Minister of Health, staff of the Yangon General and Medanta Referral hospitals, representative of the World Health Organization and over 450 people from the Leway township

- **APRIL**
  - Guizhou province village doctors training
    - A 15-day advanced clinical training of 100 village doctors of ethnic minorities in Guiyang city

- **MAY**
  - "Rainbow Bridge" Shaanxi pediatricians
    - Neurology training for selected pediatricians in Xi’an

- **JUNE**
  - Brothers of Charity, Lubumbashi
    - Fabrice Enderlin’s visit to Brothers of Charity “Neuropsychiatric Center Joseph Guislain, Lubumbashi, Democratic Republic of Congo (DRC)”

- **JULY**
  - "Rainbow Bridge" and Shanghai family summer camp
    - Summer camp, attended by 10 UCB colleagues from Finland and China, to support children and their families to better understand their disease, treatment and importance of compliance

- "Epilepsy, Treat it. Defeat it." initiative in Mozambique
  - Launch of the Mozambique Epilepsy Initiative in Maputo in presence of the minister of Health, senior medical staff of provinces of Niassa, Nampula, Zambezia, Sofala and Gaza and the World Health Organization

- Green Planet Day
  - Greenland expedition by polar explorer Dixie Dansercour, connected with UCB colleagues and fostered several ecological footprint awareness activities at UCB sites
**AUGUST**

- **Brothers of Charity, Kigali**
  Dr P. Dedeken’s visit to Rwanda evaluating the local epilepsy education programs with teams of the Shyira and Musanze health districts

**SEPTEMBER**

- **Towards zero incidents**
  UCB staff designed approaches to “safe behavior” attitudes enabling the “zero incident” objective

**OCTOBER**

- **Hainan province village doctors**
  14-day advanced clinical training of 120 village doctors of ethnic minorities in Danzhou city

**DECEMBER**

- **AkzoNobel Sustainability Award in China**
  Akzo Nobel 2014 CSR Sustainability Award for “holding an outstanding track record and having shown effort and commitment in meeting the goals of sustainability for patients in China”

- **Green Planet Challenge**
  Employee ideas for improving UCB’s ecological footprint through, e.g., green patient solutions, green facilities management and green technical operations with an implementation of the most creative ones in 2015
3.1 **MATERIALITY**

UCB is committed to operating our business with financial, societal and environmental objectives that earn trust of and bring value to persons living with chronic diseases, healthcare professionals, governments, payers, shareholders, communities and countries in which we operate.

In order to determine what is material to UCB, several local and global external and internal materiality evaluation was performed. In December 2014, Patient Value Tables were attended by over 40 external global stakeholders with over 200 senior UCB leaders. It highlighted the focus on bringing value to patients, understanding their requirements and aspirations. An integration of the patient at the core, and not the disease, in a sustainable “drug development, health management and access to medicine” ecosystem is pivotal. Indeed, as a leading partner in the biopharmaceutical field, UCB’s most material societal impact is improving access to quality care for people with severe diseases for which UCB provides and develops treatments. The trust and confidence communities and societies worldwide hold to UCB’s implementation of its core values, ethical standards and product pipeline is critical.

Societal and environmental questions are prioritized to be reported either in the Annual Report printed format (mostly material and business important) or not reported (not material).

3.2 **UCB CSR GOVERNANCE**

The CSR department coordinates the management and integration of the CSR priorities at different level of UCB – locally, regionally and globally and embraces an implementation of good CSR practices and reporting. A multi-disciplinary CSR Board governs the review of the most relevant societal topics and patient-added value and considers carefully UCB’s fundamental business principles, core values and competencies for each topic.

Internal stakeholders are encouraged to participate in the ongoing initiatives and determine internal and external relevance as well as potential societal and environmental impact and value. Those review processes embraced lessons learned and, in rapidly evolving ecosystems, relied on tailored feedback of selected categories of patients, partners and stakeholders to translate, revise and improve the added value for our patients and our planet.

It is important to recognize that 2014 performance review of several CSR Board members are reliant of the results of the CSR initiatives.

3.3 **UCB SOCIETAL RESPONSIBILITY FUND**

The “UCB Societal Responsibility Fund” management committee of the King Baudouin Foundation reviewed ongoing CSR initiatives and welcomed the reporting for the Brothers of Charity initiatives in the DRC and Rwanda and the China “Rainbow Bridge” initiative with the Project HOPE. Those two initiatives are being supported by the Fund.
In 2014, UCB engaged actively in disease and treatment education programs for patients, facilitated modeling of access to medicines for underprivileged persons in resource-poor countries and accelerated advanced training of health care professionals (HCP) staff in remote and rural areas. These three activities were highlighted as important in the 2013 dialogue with internal and external stakeholders. UCB organized an academic platform for selected HCP in an approach to sustain training capabilities locally.

The CSR department also engaged in programs narrowing public epilepsy awareness gap and reducing the discrimination and stigma of epilepsy in remote and rural areas. Building care in the localities through networking with neurology trained social workers allows for reduction of the stigmatization and enables social and economic re-integration of patients living with epilepsy.

UCB enhanced its activities in environmental responsibility to use and preserve natural resources responsibly and further improve on green energy, water and waste control.

A white paper ”CSR vision to action” was presented to senior management constructed around the questions “What value does CSR create?”, “What is the long-term strategy?” and “How to deploy and measure impact?”. For different initiatives end-objectives were identified, aligned in a dialogue with local partners. In the access to epilepsy care, four intertwined factors: (i) government involvement; (ii) monitoring and reporting; (iii) advanced capacity building; and (iv) strong local partnerships are deemed pivotal.

UCB launched project “Dandelion”, a medical and access to new treatment initiative to foster quality and sustainable care for people living with epilepsy. This holistic program for HCP and patients aims to provide training and other support to improve accurate diagnosis, appropriate treatment and adherence for epilepsy patients in urban as well as in rural areas with large treatment gaps.

In China, UCB worked with the China Association Against Epilepsy (CAAE) to establish a mentorship program where leading epilepsy centers support the Dandelion trained HCP. In parallel, over 1 000 HCP are taking part in the e-medical program, which provide regular updates and discussion on key topics of epilepsy care via WeChat and medical desk telephone support.

In Brazil, UCB worked with the Liga Brasileira de Epilepsia (LBE or Brazilian Epilepsy League) to launch the bespoke UCB medical platform with over 200 neurologists and neurology residents trained.

These highly-motivated Dandelion Communities are pillars of support broadening access to epilepsy care. The remote virtual medical platform will provide regular knowledge updates in selected disease areas as well as a product-related information service.

These new ways of working allow specialists and non-specialists to connect better and to accelerate epilepsy care in remote and underprivileged areas.
4. **CSR PATIENT INITIATIVES**

Strengthening health systems are core to the seven CSR patient initiatives, fulfilling four key strategic objectives:

- provide quality education for persons living with epilepsy and their family on access to care, diagnosis and treatment;
- improve public awareness in schools, communities and institutions enabling better acceptance and integration of persons living with epilepsy in their social and economic network;
- offer quality neurology training for health care professionals permitting proper diagnosis and treatment of persons living with epilepsy; and
- create academic neurology platform to educate a next generation of researchers and neurologists to build sustainable value to the country’s health infrastructure.

**BROTHERS OF CHARITY, LUBUMBASHI, DEMOCRATIC REPUBLIC OF CONGO**

The Brothers of Charity operate a neuro-psychiatric hospital ‘Centre Neuropsychiatrique Joseph Guislain’ in Lubumbashi offering access to neurology care to persons living with epilepsy in the Katanga province. An integrated care is offered, including immediate access to technical investigations in order to reduce the travel.

A mobile health clinic offers care to persons living with epilepsy around the primary care health centers Saint-Luc and M’Linzi in Likasi, Saint Charles in Kipushi and Don Bosco in Kitumaini. Bimonthly visits ensure adequate follow-up and adherence to treatment, an essential aspect for the well-being of those persons and their families.

**BROTHERS OF CHARITY, KIGALI, RWANDA**

The ‘Centre Neuropsychiatrique Caraes’ in Ndéra is a tertiary referral hospital for psychiatry and neurology. An epilepsy “caravan” (awareness campaign) brings care and information to persons by enhancing awareness, education and access to diagnosis and treatment. In this partnership, UCB also contributes to scientific education and medical and paramedical colleagues training and supports the development of an academic neurology platform in collaboration with the department of neurology of Ghent University (Belgium) and the department of neurology of the University of Dakar (Senegal). This will enable a future generation of researchers and neurologists to provide a sustainable value to the country’s neurology health infrastructure.

**WORLD HEALTH ORGANIZATION, MOZAMBIQUE**

The Mozambique Epilepsy Initiative was launched on 28 July 2014 in Maputo and in a one-year pilot program members of the National Coordination Committee of five participating provinces with a population of ~10.2 million will execute training of health care providers with 14 mental health and neurology specialists trained to teach epilepsy management.

Communities are mobilized by distribution of brochures, posters and booklets describing symptoms and causes of epilepsy, actions to be taken during and after a person’s seizure, key messages about epilepsy to reduce stigma and discrimination and to provide information for people with epilepsy about how to lead a productive, healthy lifestyle.

In addition, UCB created a Roch Doliveux Neurology Fellowship and a neurologist of the Hopital Central de Maputo will receive a PhD training at the London School of Hygiene and Tropical Medicine (U.K.).
WORLD HEALTH ORGANIZATION, MYANMAR

The Myanmar “Hope for Epilepsy Initiative” made significant progress towards achieving its ultimate goal of reducing the epilepsy treatment gap. On 25 March 2014, the Myanmar Hope for Epilepsy Initiative was officially launched at the Ministry of Health in Nay Pyi Taw. A total of 450 people attended the ceremony and events included an address by the Deputy Minister for Health, an exhibition of epilepsy project activities and testimonials from two persons with epilepsy.

Whereas the project started Hlegu and Hmawbi township, an additional three townships, Leway township in the Naypyitaw region, and Thanlyin and Kawhmu townships in the Yangon region, were added with a combined population coverage of approximately 750,000. In 2014, 218 health staff received training in epilepsy management, 155 voluntary health workers having been trained to recognize epilepsy and play an advocacy role in the community.

PROJECT HOPE, CHINA

The joint UCB and Project HOPE “Rainbow Bridge” program continued the advanced neurology training improving medical care for children living with epilepsy in China. The program is able to provide psychological support for their families. To date, “Rainbow Bridge” trained 1,040 pediatric neurologists in the cities of Beijing, Fuzhou, Guangzhou, Mianyang, Shanghai, Shenyang, Xi’an, Xining, Zhengzhou, and Wuhan. The pediatric neurologists were challenged in their knowledge for disease management and patient support. They were offered new insights in multidisciplinary epilepsy management strategies to enhance care for children with epilepsy.

BDC-RCS, CHINA

BDC and UCB staff decided to take “Health and Hope Fund” Tongxin Boai training one step forward and completed a pre-training visit to the Guizhou province to better understand the needs and challenges of the village doctors. Their input enabled the Guiyang Medical School staff to design better and more impactful learning programs and foster a sustainable growth for the 100 village doctors attending the 14-day course. A second Tongxin Boai training was provided to 120 village doctors of the Hainan province, with the assistance of the Hainan Medical School, the Danzhou health authorities and staff of the municipal hospital.

In addition, the “Health and Hope Fund” delivered ten mobile clinics to village doctors in the cities of Kezhou, Bozhou, Tacheng and Hetian (Xinjiang Uyghur Autonomous Region), in Lhasa (Xizang Autonomous Region) and in Tibetan hospitals in the cities of Diqing, Yajiang, Xiahe and Haibe. Those clinics are equipped with state-of-the-art technical tools, e.g., mobile electrocardiogram, radiology and telemedicine, so village doctors can consult with experts in Beijing at any moment in time.

HOPE ON WHEELS FOUNDATION, INDIA

The Hope on Wheels Foundation could not pursue the Alwar initiative in absence of an implementing partner and new partnerships are being explored to continue offering persons living with epilepsy in India.
5. CSR PLANET INITIATIVES

CSR planet activities are key stepping stones in materializing UCB’s ambition to continuously improve its ecological footprint by actively engaging management, employees and stakeholders in seven areas of engagement:

- ensuring legal and regulatory compliance;
- responsibly using natural resources;
- enhancing energy efficiency while minimizing carbon footprint;
- promoting green chemistry;
- controlling emissions;
- actively managing waste streams; and
- applying greener lifecycle management principles.

GREEN PLANET DAY

On 5 June 2014 UCB employees from 17 countries virtually joined polar explorer Dixie Dansercour who shared, live from Greenland, his observations on climate change’s impact upon the icecap in Greenland, which he had travelled for 72 days collecting scientific data.

In addition, UCB sites organized more than 30 awareness raising initiatives including visits to UCB’s waste recovery and renewable energy installations, testing of hybrid and electrical vehicles, promotion of cycling-to-work and car-pooling projects, summer cleanouts, tree planting, green energy seminars, info stands, ...

Eye-catcher was the “Happy Green” video featuring nearly all employees of UCB’s plant in Bulle (Switzerland) who expressed their belief in a greener planet.

GREEN PLANET CHALLENGE

Launched on Green Planet Day, the “Green Planet Challenge” invited all UCB employees to share their ideas on how to reduce UCB’s ecological footprint. The Challenge ran from 5 June until 1 November and resulted in a variety of ideas ranging from easier disposal methods for unused medicines, smarter IT solutions, greener facilities management, reuse of fiber-board drums in technical operations to the organization of veggie days, ...

A jury of senior managers will select ideas which effectively could lower the company’s impact on the planet and which most creatively embrace one of the seven pillars of UCB’s green strategy. The selected ideas will further be elaborated and implemented in 2015.

GLOBAL FLEET POLICY

In September 2014, UCB launched a new global car policy aimed at promoting the use of hybrid and electrical cars and at systematically lowering the average CO₂ emissions of UCB’s fleet vehicles.

GREEN TEAMS

Building upon the momentum generated by the Green Planet Day and Green Planet Challenge, Green Teams were created at several UCB sites. Enthusiastic colleagues volunteer to review UCB’s daily activities to identify improvement opportunities which benefit the planet.
ECPI SENSE IN SUSTAINABILITY

ECPI, an independent company, is dedicated to sustainability research, rating and indices. Since 1997, it is active in integrating intangible value/non-traditional risk factor research, i.e., environmental, social and governance (for more details please refer to www.ecpigroup.com.) ECPI\textsuperscript{®} Indices are used for benchmarks, investment and risk management tools.

For the third year, UCB is present in two ECPI indices:

First, the ECPI Emu Ethical Equity index, an adjusted capitalization-weighted index comprised of 150 listed companies within the economic and monetary union market, chosen for their good practices on social, environmental and ethical matters.

Second, the ECPI Euro Ethical Equity index, an index selecting 150 top capitalized companies in the European market which are eligible investments according to ECPI Social Responsible Investment (SRI) screening methodology.

For the first year, UCB is present in two new indices:

First, the ECPI Global Megatrend Equity, an equally-weighted index which focus on investment themes that cut across traditional industry definitions and geographic boundaries, such as emerging markets, population dynamics, shortage of resources and climate change.

Second, the ECPI Global Science for Life Equity, is an index offering investors exposure to companies whose business activities are coherent with the core values of Fondazione Umberto Veronesi and are thus active in the fields of oncology, neuroscience, cardiology, science and education, healthy nutrition and longevity.

CORPORATE KNIGHTS AND GLOBAL 100

For the third year, UCB is ranked in the "Global 100 list of world’s most sustainable companies" by Corporate Knights, a specialized media and financial information products company based in Toronto (Canada). The selection process comprises of an evaluation on selected key environmental, social and governance performance indicators.

UCB ranked 63\textsuperscript{rd} (compared to 18\textsuperscript{th} in 2014 and 76\textsuperscript{th} in 2013).

AKZONOBEL 2014 SUSTAINABILITY AWARD

The AkzoNobel 2014 Sustainability Award is a recognition for the different CSR initiatives in China. The award for “holding an outstanding track record and having shown effort and commitment in meeting goals of sustainability for patients living with epilepsy in China” was presented by BenCham.
7. HUMAN TALENTS AND SOCIETY

7.1 | INTRODUCTION

During the review of the different indicators of the human resources, talents, societal and environmental parameters UCB also elected to represent the 2014 data using the Global Reporting Initiative (GRI 3+) indicators.

7.2 | LABOR PRACTICES

7.2.1 | OUR TALENTS

UCB’s ability to create a significant difference to the lives of people living with severe diseases depends on the talent and commitment of our people.

PEOPLE

At the end of 2014, UCB employed 8,684 people worldwide, composed of 67 nationalities and an almost equity between men and women, with respectively 53% and 47%. In 2014, 1,268 new colleagues joined, whereas 1,282 colleagues left the company.

UCB is present in 36 countries. A total of 49% of UCB colleagues are located in Europe, 21% in North America, 22% in Asia, Pacific and Australia and 8% in the rest of the world.

UCB fosters diversity of their talents. It is pivotal for UCB to engage dedicated staff to execute rigorously on strategies in a highly connected, collaborative, innovative and learning way as to successfully implement UCB’s engagements and to deliver superior and sustainable value for patients.

UCB’s “Patient Driven” strategy will require a comprehensive ability to think and embrace “the outside in” and therefore to accurately translate customer expectations, meaning all different stakeholders involved in the value creation of the business (i.e., patients, payors, health care providers, and broader external and internal stakeholders).

This is why in 2014, UCB is focusing its attention to re-enforce and build on three strategies: (i) organizational capabilities; (ii) future leadership capabilities; and (iii) organization culture. These strategies are embedded in guidelines provided to all people related activities (Management, Human Resources (HR), Communication, Operational Excellence, CSR...).

ORGANIZATIONAL CAPABILITIES

In 2014, UCB strengthened the “Patient solutions organization” based on the following five key principles:

- inspired by patients, with constant learning from all customers;
- consolidate dedicated and empowered Patient Solutions teams;
- invigorate ability to share knowledgeable practices and talents;
- be accountable to deliver globally while understanding local needs in health care and health care access; and
- accelerate quality decision making and deepen agility in resource allocation.

These five principles were the basis of UCB’s new business model. Decisions are made in ways that are rigorously consistent with and representative of our patient-centric vision, our values, our culture and our seven corporate strategies.

In 2014, UCB further strengthened the organization around the four operating units while maintaining a clear focus on clusters of medicines and alternative integrated solutions for patients.

Reliant on the critical insights of patients’ needs through an in-depth outside-in strategy and an building integrated and innovative solutions staff within the four operating units NewMedicines, Biopharma Development Solutions, Established Brands and Patient Solutions Teams maintained their focus on their deliverables creating a true differentiation and added value for patients.

The staff in the operating unites created leading world class functional capabilities in core competencies enabling robust development platforms and critical drivers for short, medium and long-term growth of UCB.
7.2.2 | KNOWLEDGE, TRAINING AND EDUCATION

Initiatives of knowledge gathering and improvement of skills are pivotal in the development of our UCB colleagues. Every year, the UCB training community creates training programs that target personal and technical development to ensure UCB has the essential skills to move forward in our journey to be the patient-centric global biopharmaceutical leader transforming lives of people living with severe diseases. Training and development is the basis of continuous improvement for our people to engage in the rapidly changing environment and to ensure UCB’s sustainable growth.

At UCB, a blended approach to training is adopted. While much of our training consists of interactive on-line training, UCB appreciates instructor-led training and on-the-job coaching. The primary objective of any of our training is to build continuous improvement in performance and, of course, to ensure compliance with the multitude of regulations and policies that are a part of the global biopharmaceutical business.

In 2014, UCB invested €12.6 million in training and developing our colleagues offering 7,049 different training modules. The majority of the trainings have now been designed be on-line. The average number of training hours per participating employee was 20h, representing a total of 171,656 hours. The training hours are well distributed between men and women, respectively 51% and 49%.

In addition, UCB encourages everyone to complete the mandatory corporate trainings to guarantee colleagues share the same base and that patients are at the heart of all we do. UCB requires all colleagues to take the Code of Conduct, IT Security and Drug Safety trainings. Compliance rate for these trainings is calculated as a percentage of active internal UCB employees who completed the training.

A total of 92% of UCB employees completed the Code of Conduct training, 93% of UCB employees completed the IT Security and Drug Safety training.

EXAMPLES OF TRAININGS INITIATIVES IN 2014

LEADERSHIP DEVELOPMENT PROGRAMS

In 2014, UCB continued the “leadership pipeline” training programs. These programs prepare UCB’s emerging leaders for successful performance in future roles by teaching skills and behaviors that will be required as they transition into new positions and providing a place to practice those skills and obtain feedback. This way individuals acquire correct skills and expectations before and after a transition occurs.

The “Accelerate” course provides insight on a transition from an individual contributor to manager of others and 110 colleagues started this course in 2014.

The “Navigate” course expands on a transition from manager of others to manager of managers and 64 colleagues were enrolled in the course.

In 2014 no “Orchestrate” two-year course was initiated.

DRUG DISCOVERY AND DEVELOPMENT TRAINING PROGRAM

First implemented in 2011, the program accelerated the learning platform to broaden the knowledge of UCB’s drug discovery and development processes and to facilitate cross-functional and cross-departmental understanding and collaboration.

Since its launch a total 108 sessions have been held with 1,294 attendees.
7.2.3 | DIVERSITY – SHARED UCB

At UCB, employee engagement and work culture is vital.

In 2014, employee engagement continued to build on what brings people together – UCB’s dedication to patients – while leveraging the broad diversity of UCB people across the world. Work culture demands active sharing and collecting insights from patients and other stakeholders and dictates creative sharing of knowledge and expertise in key partnerships. It demands an inspired sharing among each other in order to connect, to collaborate and to co-create a different future.

UCB’s ability to understand colleagues’ way of working across nations and education, our commitment to live values without boundaries build the company that unites us. Shared UCB is built on the belief that being generous and helpful to each other will create the conditions by which patients will ultimately benefit from better solutions.

UCB extended the leverage differences of employees, particularly women, in order to transcend the personal best and to actively and constructively contribute to organizational objectives are cornerstones of the Women in Leadership (WiL) group with the Diversity and Inclusion initiative in several countries world-wide. WiL strives to maximize leadership potential of all UCB colleagues through professional activities designed to foster new competencies and create and engage in a broad and dynamic network of colleagues.

7.2.4 | TALENT AND ORGANIZATION

The talent and organization review is designed to identify key talents based on organizational needs. UCB assesses talents based on their sustained performances and their growth potential. A key outcome is the design and implementation of specific development action plans. It also helps to identify and prepare successors for our most business critical positions.

In 2014, UCB reviewed 6791 of the employee population and identified 2131 of them as talents for the future (346 of which were identified as Top Talents).

UCB is also driven by a performance culture with an annual cycle of SMART objective setting, mid-year objective review and year-end final appraisals with on-going measurable performance feedback throughout the year. By February 2015, a total of 7663 employees (82% of total employees) of UCB participated and completed the 2014 performance review cycle.

Employees are rewarded and acknowledged for individual contributions to the company success.

7.2.5 | WELL-BEING AT WORK

A major priority at UCB is to create a positive environment where both company and individual objectives are met and people express their talents.

At UCB, several generations are working together and experience the use of novel social media communication technology, redesigned offices, keen to adapt new ways of working; UCB completed the flexible work arrangements to stimulate innovation and collaboration by blending open spaces for individuals and spaces for collaborative teams.

Well-being in the professional context encompasses several areas of attention, e.g. safety at work, employee health, psycho-social stress, hygiene, ergonomics; beautification of the workplace and environmental management.

About 1000 employees responded to a pilot survey organized at the Braine-l’Alleud site (Belgium), providing important feedback on well-being themes such as their specific work situation (job demands, task challenges and team dynamics) and health promotion at the site. This information is currently being analyzed and will provide valuable insights for the further development of well-being programs and action plans at UCB.
7.2.6 | HEALTH AND SAFETY

The Lost Time Incident Rate (LTIR) for 2014 was calculated at 2.22 incidents with more than one day of absence per million hours worked. The Lost Time Severity Rate (LTSR) was calculated at 0.03 day lost per 1,000 hours worked.

During 2014, UCB continued managing key risk areas identified during health and safety reviews: the three-year roadmap for strengthening the industrial hygiene program, which was launched in 2012, was fully implemented and global minimum requirements for contractor management and chemical process safety were defined.

The peer review program aimed at identifying and leveraging best practices, spotting areas for improvement as well as raising health and safety awareness at production and research sites, as launched in 2013, was continued and the operations in Zhuhai (China) and Saitama (Japan) were reviewed in detail.

Specific attention was also given to the health and safety programs implemented by the affiliates. HS&E risks got special attention during the annual affiliate risk reviews. In addition, quarterly global conference calls, aimed at sharing knowledge, were organized for and attended by a growing number of affiliates.

In preparation of 2015, UCB staff brainstormed on how to reach the “zero incident” objective through consistent safe behavior. In addition to the design of installations and equipment which are intrinsically safe by design and the implementation of sound management systems, safe behavior will become an ever more important third pillar of UCB’s health and safety strategy.

7.2.7 | ORGANIZATION CULTURE AND EMPLOYEES VOICE

SHARED UCB CULTURE

The cultural initiative “Shared UCB” strives to enable people to live the strategies and facilitating connectivity, co-creation and collaboration between colleagues and teams. It is connecting UCB’s sense of purpose “Patient centricity”. This long-term and pivotal initiative is supporting our ability to anticipate and react with agility throughout the departments to changes. It is based on the principles of open-mindedness and customer insights.

Helpfulness and generosity are two key enablers to succeed in the evolution of the cultural agenda, both focused towards the benefit of the patient.

COMMUNICATION AND UCB VOICES

Employees’ engagement is continuously measured. “UCB Voices”, the global employee engagement survey, was organized for the fourth time. In 2014, the results were stable after an important increase in 2012. It places UCB above the external benchmark.

With an engagement rate of 72% the 2014 “UCB Voices” demonstrated that our colleagues recognise the importance and the value in participating in this survey. The feedback is provided by Executive Committee members and this interaction stimulates the call for actions that are taking place at every management level.
7.3 | SOCIETY

7.3.1 | HUMAN RIGHTS AND ANTI-CORRUPTION

The United Nations Global Compact (UNGC) principles on human rights, labor, environment and anti-corruption are embedded in the Code of Conduct. The Code of Conduct is one of the three mandatory trainings, available in 14 different languages applicable within UCB affiliates world-wide. The training is required to be completed by every colleague.

The Code of Conduct calls for “Performance with Integrity” outlining general principles of business conduct and ethical behavior that are expected from every UCB colleague and third parties acting on behalf of UCB. The objectives of the Code of Conduct are to provide (i) guidance on the spirit and direction of UCB’s business practices; (ii) guidance on what UCB expects of its colleagues and third parties acting for or on UCB’s behalf; and (iii) a set of ethical principles in decision making processes. The Code of Conduct can be found on UCB’s external website under the section “Governance”.

The Code of Conduct is also added as a link to our contracts with external parties to ensure our partners work in the same framework of reference described in our Code of Conduct.
7.3.2 | ANIMAL WELFARE

A. ASSOCIATION FOR ASSESSMENT AND ACCREDITATION OF LABORATORY ANIMAL CARE INTERNATIONAL (AAALAC)

In 2014, UCB obtained for the first time the AAALAC accreditation for the Braine-l’Alleud (Belgium) research site. This private non-profit association promotes a responsible treatment of laboratory animals through voluntary accreditation and assessment programs. This accreditation represents a label of quality and of high professionalism in terms of animal care and use. It also helps continuously improving scientific excellence in animal experimentation and research.

B. ANIMAL WELFARE PRINCIPLES AND 3RS INTO ACTION

UCB is using animals responsibly and appropriately and is complying with all applicable laws and industry standards.

UCB also adheres to the standards of the U.K. National Centre for Replacement, Refinement and Reduction of Animals in Research (NC3Rs) http://www.nc3rs.org.uk. Animal welfare based on the principles of “replacing” when work without animals is possible; “reducing” when animal experimentation cannot be avoided, use the least possible; and “refining” the use of animals with utmost respect for the animals.

UCB is involved in working groups of the NC3Rs, such as the mammalian models of epilepsy.

Of the animals that UCB researchers and contractors use in experiments 97% are rodents and rabbits, non-human primates and zebrafish account for 1% each.

7.3.3 | RELATIONS WITH PUBLIC AUTHORITIES

Countries in which UCB does business have laws regulating activities of corporations in the political process. Some of these laws set strict limits on contributions by corporations to political parties and candidates, whereas some laws prohibit them altogether. Also, in many countries the act of “lobbying” (presenting the company’s position or advocating the company’s interests to any government employee or agency) is regulated or requires public disclosure. As described in UCB’s Code of Conduct all UCB employees must comply with such laws.

Although UCB is not reporting significant issues or formal policy positions in 2014, UCB is actively connected with public policy makers, regulators and other stakeholders. UCB is member of local trade associations and generally, when it is appropriate, the General Manager is board member in the countries where it operates around the world.

UCB is member of International Federation of Pharmaceutical Manufacturers and Associations (IFPMA) and several UCB colleagues actively participate to various taskforces dealing with current sector issues.
7.4 | PRODUCT RESPONSIBILITY

7.4.1 | PRODUCTS COMMUNICATIONS AND UNSOLICITED REQUESTS

Promotion and sales of pharmaceutical products are highly regulated. UCB is strongly committed to comply with all applicable laws, regulations and industry codes, such as the European Directive on the Community Code relating to medicinal products for human use, IFPMA, among others. UCB fully respects the position of trust of healthcare professionals, which have to select the best treatment option for their patients. Always, UCB promotes its products based on the approved labeling.

UCB’s interactions with healthcare professionals focus on providing and exchanging scientific information with the ultimate objective of enabling healthcare professionals to select the most appropriate treatment for their patients. These interactions are based on standards of ethics, integrity and fair market value. All promotional, press and scientific communication relating to our compounds and products are submitted to our global and local promotional scientific review committees.

In 2014, a total of 1,227 global communications have been reviewed.

UCB continues to receive unsolicited requests from patients, healthcare professionals, institutions, medical representatives, among others. Such requests may include questions about our products and various demands for support and donations (investigator-initiated study, medical education program, patient groups, charities). UCB has well-established internal processes for deciding how to respond to each and every request.

UCB receives an average of 3,250 questions per month on our products (21% Cimzia®, 13% Vimpat®, 14% Neupro® and 52% other products).

7.4.2 | DRUG SAFETY

Patient health and safety continue to be of utmost importance as patients are at the heart of everything we do.

One key obligation of UCB and its colleagues is the monitoring and reporting of adverse events. Like other biopharmaceutical companies, every year UCB receives thousands of adverse event reports from various people (e.g., patients, physicians, pharmacists, etc.) concerning our investigational and marketed medicines. These reports along with other internal and external data (e.g., literature, external databases, etc.) are reviewed and analyzed by our safety teams in order to identify potential safety signals which may be associated with our medicines.

The goal of these reviews is to help ensure the benefit-risk profile of our medicines remains favorable and to ensure the right actions are taken throughout a product’s lifecycle. To better characterize important risks or missing information and implement appropriate risk minimization and mitigation activities, product-specific Risk Management Plans (RMP) are developed and reviewed at the Benefit Risk Board at regular intervals.

In addition to RMPs and in accordance with legislation, UCB also provides information about individual adverse event reports, periodic summary reports and Benefit-Risk Assessments to the Health Authorities.
In 2014, the scope of the environmental performance reporting changed significantly. First, the production sites in Rochester (U.S.) and Vapi (India) are no longer included in the scope of this report. Second, production capacity increased in the sites of Seymour (U.S.) and Shannon (Ireland). Third, the new pilot bio-plant in Braine-l’Alleud (Belgium) became fully operational and the construction of the new bio-plant in Bulle (Switzerland) was completed.

7.5.1 ENERGY

This year, the overall energy consumption decreased by 12%; usage of gas, fuel and electricity were reduced by 13%, 34% and 10% respectively. The changes in energy consumption are linked to the above stated changes in reporting scope, to UCB’s production volumes in general, to variations in climatological conditions (with an impact on the need for cooling and/or heating), to the replacement of fuel by gas for heating purposes and to energy saving programs implemented at various UCB sites.

These energy saving initiatives led in 2014 to a recurrent energy saving of 30,841 GigaJoules, which is ~3% of UCB’s scope 1 and scope 2 energy usages. Key contributors were a site gas usage conservation program operating during weekends at the Shannon site (Ireland), application of a heat recovery technology for gas-driven steam boilers in Bulle (Switzerland) and an optimization of the HVAC systems in Brussels (Belgium).

In 2014, over 59% of the electricity consumed by UCB originated from renewable sources with four UCB sites fully relied on green electricity, i.e., Bulle (Switzerland), Monheim (Germany), Braine-l’Alleud and Brussels (Belgium). UCB also inaugurated its second solar panel park, located on top of the new bio-plant in Bulle. These new solar panels produced 504 GigaJoules in 2014.

The lower energy consumption resulted in a reduction of 17% (or 13,670 tons of scope 1 and scope 2) CO\textsubscript{2} emissions. Although this is the equivalent of the CO\textsubscript{2} emissions at the production sites in Rochester (U.S.) and Vapi (India) which are no longer included in the scope of this report, improved energy efficiency allowed to compensate for CO\textsubscript{2} emissions caused by the increased production capacity in other UCB sites.

7.5.2 WATER

In 2014, the water consumption at the UCB facilities decreased by 3.4% (or 27,948 m\textsuperscript{3}). Factors which influenced water consumption are similar to those mentioned in the energy subsection, i.e., change in reporting scope, UCB’s production volumes in general, variations in climatological conditions (with an impact on the need for cooling) and water saving programs implemented at various UCB sites.

Nevertheless, UCB’s transformation to a leading biopharma company may impact future water consumption as these production processes tend to be more water demanding.

7.5.3 WASTE

In 2014, waste generated at different UCB’s facilities decreased by almost 9%, building upon a 10% reduction achieved in 2013.

In addition, UCB globally managed to recover 94% of its waste, predominantly through recovery of waste as a fuel to generate energy and the recovery and regeneration of solvents. This percentage of recovered waste increased with another 3% when compared to 2012.

Waste avoidance and improved waste recovery by an active management of various waste streams remains a key in further lowering UCB’s ecological footprint.
The table summarises the performance indicators on the economic, environmental and social performance of UCB in 2014. The indicators are reported in line with the GRI Guidelines: 17 fully and 4 partially reported.

Legend:
- ○ indicators fully reported and compliant with the GRI indicators definition
- • indicators partially reported and partially compliant with the GRI indicators definition

<table>
<thead>
<tr>
<th>REPORTED</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td></td>
</tr>
<tr>
<td>1. Strategy and analysis</td>
<td>Letter to our stakeholders, p 10-23</td>
</tr>
<tr>
<td>1.1 Statement of CEO</td>
<td></td>
</tr>
<tr>
<td>2. Organisational profile</td>
<td>p 6-8</td>
</tr>
<tr>
<td>2.1 - 2.2 Name, products/services</td>
<td></td>
</tr>
<tr>
<td>2.3 - 2.7 Structure, geographical presence, markets served</td>
<td>p 9: Operating and financial review p 58-65</td>
</tr>
<tr>
<td>2.8 Scale</td>
<td>Letter to our stakeholders, p 10-23; Corporate Governance, p 26-53</td>
</tr>
<tr>
<td>2.9 Significant changes in size, structure or ownership</td>
<td>Letter to our stakeholders, p 10-23; Corporate Governance, p 26-53; Business Perf. Review, p 54-57</td>
</tr>
<tr>
<td>2.10 Awards received in 2014</td>
<td>CSR Performance report, p 161</td>
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<tr>
<td>3. Report parameters</td>
<td></td>
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<tr>
<td>3.1 - 3.4 Report profile, contacts points</td>
<td>Back cover</td>
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<tr>
<td>3.5 - 3.13 Report scope and assurance</td>
<td>CSR Performance report, p 174-175</td>
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<tr>
<td>4. Governance, commitments, and engagement</td>
<td></td>
</tr>
<tr>
<td>4.1 - 4.13 Structure and governance</td>
<td>Corporate Governance, p 26-53; CSR Performance report, p 156</td>
</tr>
<tr>
<td>4.14 - 4.17 Stakeholder engagement</td>
<td>Letter to our stakeholders, p 10-23; CSR Performance report, p 157</td>
</tr>
<tr>
<td>ECONOMIC</td>
<td></td>
</tr>
<tr>
<td>Economic performance</td>
<td></td>
</tr>
<tr>
<td>EC1 (ß) Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments (Core)</td>
<td>Letter to our stakeholders, p 10-23; Business Perf. Review, p 54-57; Financial Statements, p 68-73</td>
</tr>
<tr>
<td>EC3 (ß) Coverage of the organisation’s defined benefit plan obligations. (Core)</td>
<td>Financial Statements, p 104; p 125-128</td>
</tr>
<tr>
<td>ENVIRONMENTAL</td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td></td>
</tr>
<tr>
<td>EN3 (ß) Direct energy consumption by primary energy source (Core)</td>
<td>CSR Perf. report, p 169; p 173</td>
</tr>
<tr>
<td>EN4 (ß) Indirect energy consumption by primary source (Core)</td>
<td>CSR Perf. report, p 169; p 173</td>
</tr>
<tr>
<td>EN5 (ß) Energy saved due to conservation and efficiency improvements (Additional)</td>
<td>CSR Perf. report, p 169; p 173</td>
</tr>
<tr>
<td>EN7 Initiatives to reduce indirect energy consumption and reductions achieved (Additional)</td>
<td>CSR Perf. report, p 169; p 173</td>
</tr>
<tr>
<td>WATER</td>
<td></td>
</tr>
<tr>
<td>EN8 (ß) Total water withdrawal by source (Core)</td>
<td>CSR Perf. report, p 169; p 173</td>
</tr>
</tbody>
</table>
## Emissions, effluents, and waste

| EN16 (ß) | Total direct and indirect greenhouse gas emissions by weight (Core) | CSR Performance report, p 169 |
|-----------------|------------------------------------------------|M|
| EN22 (ß) | Total weight of waste by type and disposal method (Core) | CSR Perf. report, p 169; 173 |
| EN24 | Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally (Additional) | CSR Performance report, p 173 |

## SOCIAL PERFORMANCE: LABOR PRACTICES AND DECENT WORK

### Employment

| LA1 (ß) | Total workforce by employment type, employment contract, and region (Core) | CSR Performance report, p 162; p 172 |
|-----------------|--------------------------------------------------------------------------------|M|
| LA2 (ß) | Total number and rate of employee turnover by age group, gender, and region (Core) | CSR Performance report, p 162; p 172 |

### Occupational health and safety

| LA7 | Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region (Core) | CSR Performance report, p 165; p 172 |

### Training and education

| LA10 (ß) | Average hours of training per year per employee by employee category (Core) | CSR Performance report, p 163; p 173 |
|-----------------|--------------------------------------------------------------------------------|M|
| LA11 | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings (Additional) | CSR Performance report, p 163 |
| LA12 (ß) | Percentage of employees receiving regular performance and career development reviews (Additional) | |

### Diversity and equal opportunity

| LA13 (ß) | Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. (Core) | Corporate Governance, p 26-53; CSR Performance report, p 163; p 172 |

## SOCIAL PERFORMANCE: HUMAN RIGHTS

### Investment and procurement practices

| HR3 (ß) | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained (Additional) | CSR Performance report, p 163; p 173 |

## SOCIAL PERFORMANCE: SOCIETY

### Corruption

| SO3 (ß) | Percentage of employees trained in organization's anti-corruption policies and procedures (Core) | CSR Performance report, p 163; p 173 |

### Public policy

| SO5 (ß) | Public policy positions and participation in public policy development and lobbying (Core) | CSR Performance report, p 166 |

## SOCIAL PERFORMANCE: PRODUCT RESPONSIBILITY

### Marketing communications

| PR6 (ß) | Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship (Core) | CSR Performance report, p 168 |

(ß) have been reviewed by KPMG. Their assurance statement, detailing the work they have performed as well as their comments and conclusions, appears on page 175 of this CSR report.
## 9. HUMAN RESOURCES AND ENVIRONMENTAL DATA

### HUMAN RESOURCES DATA

<table>
<thead>
<tr>
<th>GRI INDICATOR</th>
<th>DEFINITION</th>
<th>UNIT OF MEASURE</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA 1 1 (ß)</td>
<td>Total workforce</td>
<td>Workforce as of 31 December</td>
<td>Total number of employees</td>
<td>9,048</td>
<td>8,732</td>
</tr>
<tr>
<td>Workforce by gender</td>
<td>Female and male employees</td>
<td>- Number women</td>
<td>4,297</td>
<td>4,104</td>
<td>4,072</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>47%</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number men</td>
<td>4,751</td>
<td>4,628</td>
<td>4,612</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>53%</td>
<td>53%</td>
<td>53%</td>
</tr>
<tr>
<td>Workforce by gender and age</td>
<td>Female and male employees by age group full-time and part-time</td>
<td>%</td>
<td>- Female/male ≤ 34 year</td>
<td>49/51</td>
<td>47/53</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Female/male 35-50 year</td>
<td>48/52</td>
<td>48/52</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Female/male ≥ 51 year</td>
<td>42/58</td>
<td>43/57</td>
</tr>
<tr>
<td>Workforce by gender and function</td>
<td>Female/male technical operators/administrative support/sales force/managers/executives employees</td>
<td>%</td>
<td>- Technical operators</td>
<td>32/68</td>
<td>31/69</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Administrative support</td>
<td>67/33</td>
<td>65/35</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Sales force</td>
<td>45/55</td>
<td>43/57</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Managers</td>
<td>49/51</td>
<td>49/51</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Executives</td>
<td>22/78</td>
<td>23/77</td>
</tr>
<tr>
<td>Workforce by area</td>
<td>Europe-5/Belgium/Other Europe/Japan/Emerging markets (BRICMT)/North America/Rest of the World</td>
<td>Number</td>
<td>- EU-5</td>
<td>1,859</td>
<td>1,768</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Belgium</td>
<td>1,950</td>
<td>1,930</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Europe other</td>
<td>750</td>
<td>749</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Japan</td>
<td>322</td>
<td>335</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>- North America</td>
<td>2,036</td>
<td>1,818</td>
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<td></td>
<td></td>
<td></td>
<td>- Rest of the World</td>
<td>130</td>
<td>123</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Emerging market (BRICMT)</td>
<td>2,001</td>
<td>2,009</td>
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<tr>
<td>Workforce by organization</td>
<td>Administrative support/marketing and sales/R&amp;D/manufacturing employees</td>
<td>Number</td>
<td>- Administrative support</td>
<td>872</td>
<td>764</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Marketing sales</td>
<td>4,491</td>
<td>4,492</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- R&amp;D</td>
<td>1,252</td>
<td>1,234</td>
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<td></td>
<td></td>
<td></td>
<td>- Manufacturing</td>
<td>2,435</td>
<td>2,242</td>
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<tr>
<td>Workforce by FTE and PTE</td>
<td>Full Time Employees (FTE) and Part Time Employees (PTE) Group</td>
<td>- Number FTE</td>
<td>8,535</td>
<td>8,224</td>
<td>8,181</td>
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<tr>
<td></td>
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<td>- Number PTE</td>
<td>513</td>
<td>508</td>
<td>503</td>
</tr>
<tr>
<td>LA 2 1 (ß)</td>
<td>Recruitment by area</td>
<td>Employees hired in Europe-5/Belgium/Other Europe/Japan/Emerging markets (BRICMT)/North America/Rest of the World</td>
<td>Number</td>
<td>1,637</td>
<td>1,190</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- EU-5</td>
<td>206</td>
<td>101</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Belgium</td>
<td>176</td>
<td>110</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Europe other</td>
<td>82</td>
<td>126</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Japan</td>
<td>36</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- North America</td>
<td>335</td>
<td>248</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Emerging market (BRICMT)</td>
<td>542</td>
<td>702</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Rest of the World</td>
<td>838</td>
<td>27</td>
</tr>
<tr>
<td>Recruitment by age group</td>
<td>Female/male employees by age group</td>
<td>%</td>
<td>- Female/male ≤ 34 year</td>
<td>44/56</td>
<td>41/59</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Female/male 35-50 year</td>
<td>51/49</td>
<td>49/51</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Female/male ≥ 51 year</td>
<td>35/65</td>
<td>39/61</td>
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<tr>
<td>Departure by area</td>
<td>Employees left in Europe-5/Belgium/Other Europe/Japan/Emerging markets (BRICMT)/North America/Rest of the World</td>
<td>Number</td>
<td>- EU-5</td>
<td>1,066</td>
<td>1,433</td>
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<td></td>
<td>- Belgium</td>
<td>177</td>
<td>158</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Europe other</td>
<td>112</td>
<td>109</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Japan</td>
<td>106</td>
<td>107</td>
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<td></td>
<td></td>
<td>- North America</td>
<td>22</td>
<td>40</td>
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<td></td>
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<td>- Emerging market (BRICMT)</td>
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<td>- Rest of the World</td>
<td>475</td>
<td>33</td>
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<tr>
<td>Departure by age group</td>
<td>Female/male employees by age group</td>
<td>%</td>
<td>- Female/male ≤ 34 year</td>
<td>49/51</td>
<td>43/57</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>- Female/male 35-50 year</td>
<td>44/56</td>
<td>52/48</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Female/male ≥ 51 year</td>
<td>46/54</td>
<td>38/62</td>
</tr>
<tr>
<td>Turnover</td>
<td>Number of employees leaving (voluntary/non-voluntary) on the total annual workforce</td>
<td>%</td>
<td>12</td>
<td>16</td>
<td>15</td>
</tr>
</tbody>
</table>

1 The 2012 breakdown of recruitments/departures for Japan and emerging markets was not specified and numbers were included in Rest of the World.
### ENVIRONMENTAL DATA

<table>
<thead>
<tr>
<th>GRI INDICATOR</th>
<th>DEFINITION</th>
<th>UNIT OF MEASURE</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td><strong>EN 3</strong></td>
<td>Total gas, fuel oil and vehicle fuel consumption</td>
<td>GigaJoules</td>
<td>754 415</td>
<td>711 780</td>
<td>613 395</td>
</tr>
<tr>
<td><strong>EN 4</strong></td>
<td>Electricity consumption</td>
<td>GigaJoules</td>
<td>531 093</td>
<td>531 565</td>
<td>476 344</td>
</tr>
<tr>
<td><strong>EN 5</strong></td>
<td>Energy saved due to conservation and efficiency improvements</td>
<td>GigaJoules</td>
<td>35 492</td>
<td>26 300</td>
<td>30 841</td>
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<tr>
<td><strong>EN 8</strong></td>
<td>Total water</td>
<td>m³</td>
<td>860 924</td>
<td>810 579</td>
<td>782 631</td>
</tr>
<tr>
<td></td>
<td>Main water</td>
<td></td>
<td>646 067</td>
<td>655 991</td>
<td>584 997</td>
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<tr>
<td></td>
<td>Ground and surface water</td>
<td></td>
<td>214 857</td>
<td>154 588</td>
<td>197 634</td>
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<tr>
<td><strong>EN 16</strong></td>
<td>Electricity</td>
<td>Tons CO₂</td>
<td>43 306</td>
<td>39 350</td>
<td>31 367</td>
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<td></td>
<td>Gas</td>
<td></td>
<td>40 703</td>
<td>38 421</td>
<td>33 417</td>
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<td></td>
<td>Fuel</td>
<td></td>
<td>1 949</td>
<td>1 999</td>
<td>1 999</td>
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<tr>
<td><strong>EN 22</strong></td>
<td>Total waste</td>
<td>Tons</td>
<td>11 789</td>
<td>10 576</td>
<td>9 655</td>
</tr>
<tr>
<td></td>
<td>Total waste not recovered</td>
<td></td>
<td>1 049</td>
<td>640</td>
<td>539</td>
</tr>
<tr>
<td></td>
<td>Total waste recovered</td>
<td></td>
<td>10 746</td>
<td>9 936</td>
<td>9 116</td>
</tr>
<tr>
<td></td>
<td>Subtotal waste recovered as energy, fuel or solvent</td>
<td></td>
<td>9 119</td>
<td>6 900</td>
<td>6 168</td>
</tr>
<tr>
<td></td>
<td>Incinerated with energy recovery</td>
<td></td>
<td>3 091</td>
<td>1 749</td>
<td>1 749</td>
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<tr>
<td></td>
<td>Re-used as secondary liquid fuel</td>
<td></td>
<td>2 503</td>
<td>2 088</td>
<td>2 088</td>
</tr>
<tr>
<td></td>
<td>Solvent recycled by 3rd party</td>
<td></td>
<td>3 525</td>
<td>3 063</td>
<td>3 063</td>
</tr>
<tr>
<td></td>
<td>EU waste recovery code R1</td>
<td></td>
<td>-</td>
<td>-</td>
<td>3 116</td>
</tr>
<tr>
<td></td>
<td>EU waste recovery code R2</td>
<td></td>
<td>-</td>
<td>-</td>
<td>3 052</td>
</tr>
<tr>
<td></td>
<td>Subtotal packaging recycled by 3rd party</td>
<td></td>
<td>954</td>
<td>966</td>
<td>1 013</td>
</tr>
<tr>
<td></td>
<td>Subtotal waste recovered by other methods</td>
<td>(EU waste recovery codes R4 R5 R6 R9)</td>
<td>667</td>
<td>2 069</td>
<td>1 934</td>
</tr>
<tr>
<td><strong>EN 24</strong></td>
<td>Hazardous waste products as defined by locally applicable regulations</td>
<td>Tons</td>
<td>8 730</td>
<td>7 750</td>
<td>7 292</td>
</tr>
<tr>
<td></td>
<td>Non-hazardous waste</td>
<td>Other solid waste (excluding emissions and effluents)</td>
<td>3 059</td>
<td>2 826</td>
<td>2 362</td>
</tr>
</tbody>
</table>
10. **SCOPE AND REPORTING PRINCIPLES**

**Scope**

Data regarding people are consolidated for all UCB companies worldwide that are globally integrated into our financial consolidation, regardless of their activity (research or industrial sites, sales affiliates, headquarters).

A corporate tool “UCB learning” allowed consolidation of trainings organized by UCB and followed by UCB employees. The population not covered by this tool represents less than 3% of the total population.

Mandatory trainings, i.e., Code of Conduct, Drug Safety and IT Security, however, are followed and consolidated for all UCB employees.

Alongside with Belgium and Japan the regional split is as following:

- EU-5: France, Germany, Italy, Spain, United Kingdom & Ireland;
- Europe – other: Austria, Bulgaria, Czech Republic, Denmark, Finland, Greece, Hungary, Luxembourg, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Sweden, Switzerland;
- Emerging markets (BRICMT): Brazil, Russia, India, China, Mexico, Turkey;
- North America: United States and Canada;
- Rest of the World (RoW): Australia, Hong Kong, Kazakhstan, South Korea, Ukraine.

Occupational, Health and Safety data relate to the whole UCB population, excluding affiliates with less than 10 employees.

Planet data are consolidated for:

- all manufacturing sites and research sites (the manufacturing sites Rochester (U.S.) and Vapi (India) are no longer included in the scope of this report)
- sales affiliates from China, India, Italy, Japan, Germany, Mexico and U.S.
- headquarters in Belgium.

This scope covers 85% of UCB’s workforce (same as previous year).

For each of these elements we state whether UCB’s level of reporting covers the requirements fully or partially. Observations made during the data validation and consolidation:

1. In Atlanta and Monheim, there are rented facilities to third parties and there are no separate meters installed yet. As a consequence, utilities consumptions are overestimated but the impact of this overestimation cannot be reliably measured.
2. In Braine, diesel for utility vehicles is reported within fuel consumption as it is stored in the same tank and because it is difficult to estimate precisely the consumption related to utility vehicles.
3. The calculation of 2013 and 2014 direct CO₂-emissions for natural gas consumption is taking into account the high or low heating value and is using conversion factors published in the Intergovernmental Panel on Climate Change 2006 Guidelines for National Greenhouse Gas Inventories and the U.K. Department of Environment, Food and Rural Affairs 2013 Government GHG Conversion Factors.

Emissions for gas reported in 2012 have not been updated in accordance with this new method.

4. Taking into account the growing percentage of electricity generated from renewable sources, CO₂-emissions resulting from electricity consumption was calculated on specific CO₂-equivalents of the electricity mix consumed as reported by the UCB sites. When for a given site a specific ratio was not available, the International Energy Agency (IEA) ratios were applied by default.

5. 94% of waste generated by UCB is recovered. The methods by which waste is recovered are classified in 2014 according to Annex B to EU directive 2008/98/EU.

**Reporting Principles**

In order to ensure uniformity and reliability of indicators used for all entities, UCB Group implemented the Global Reporting Initiative’s G3.1. Sustainability Reporting Guidelines covering social factors, safety and environmental impact of a company’s performance. UCB assessed themselves as a C+ reporter according to GRI-defined application levels.

These GRI G3.1 guidelines specify the indicator reporting methodologies to be used for UCB.

**ACCURACY**

The UCB Corporate Health, Safety and Environment and Corporate Societal Responsibility departments are responsible for ensuring that all data are consolidated on the basis of information provided by the manufacturing and research sites as well as sales affiliates and administrative sites throughout the world.

HS&E coordinators perform an initial validation of safety and environmental data prior to their consolidation. Corporate HS&E and CSR also verify data consistency during consolidation. These validations include data comparisons from previous years as well as careful analysis of any significant discrepancies.

Social data regarding the workforce are extracted from global IT HR systems used as management control database for UCB worldwide.

**RELIABILITY**

In order to obtain an external review of the reliability and thoroughness of our data and reporting procedures, KPMG is asked to perform specific verification of selected social and HS&E indicators, appearing in tables pages 170-173. Their assurance statement, describing the work performed as well as their comments and conclusions, appears on page 175.

In UCB, we will continue to enhance the reliability of data collection and further strengthen reporting processes.
INDIGE NED LIMITED ASSURANCE REPORT ON THE UCB CORPORATE SOCIETAL RESPONSIBILITY PERFORMANCE REPORT 2014

To the Board of directors of UCB SA

We were engaged by the Board of directors of UCB SA (“the Company” or “UCB”) to provide limited assurance on selected indicators for the year 2014 in UCB’s Corporate Societal Responsibility Performance Report 2014 (the “CSR Report”.

UCB’S RESPONSIBILITIES

The Board of directors of UCB SA (the “Company”) is responsible for the preparation and presentation, of the selected indicators for the year 2014 marked with a Greek small letter beta (ß) (the “Subject Matter Information”) in the CSR Report in accordance with the Sustainability Reporting Guidelines G3.1 of the Global Reporting Initiative supported by internally developed reporting principles, definitions and units of measure as set out on pages 170 to 174 of the CSR Report (the “Reporting Criteria”) and for the determination of the GRI Application Level.

This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and presentation of the Subject Matter Information free from material misstatement, whether due to fraud or error. It also includes selecting and developing the Reporting Criteria, making judgments and estimates that are reasonable in the circumstances, and maintaining adequate processes and records in relation to the Subject Matter Information.

OUR RESPONSIBILITIES

Our responsibility is to examine the Subject Matter Information prepared by UCB and to report thereon in the form of an independent limited assurance conclusion based on the evidence obtained. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. That standard requires that we comply with ethical requirements, including independence requirements, and that we plan and perform our procedures to obtain a meaningful level of assurance about whether the Subject Matter Information is prepared and presented in all material respects, in accordance with the Reporting Criteria, as the basis for our limited assurance conclusion.

The procedures selected depend on our understanding of the Subject Matter Information and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise.

Our engagement also included assessing the appropriateness of the Subject Matter Information, the suitability of the Reporting Criteria used by the Company in preparing the Subject Matter Information in the circumstances of the engagement, evaluating the appropriateness of the methods, policies and procedures used and the reasonableness of the estimates made by UCB.

In addition, we were asked to verify whether UCB’s GRI Application Level as disclosed on page 174 of the CSR Report is consistent with the GRI criteria for the disclosed Application Level (the “Application Level Criteria”). Limited assurance is less than reasonable assurance. Evidence-gathering procedures for a limited assurance engagement are more limited than for a reasonable assurance engagement and therefore less assurance is obtained than in a reasonable assurance engagement. We do not provide any assurance on the achievability of the objectives, targets and expectations of UCB.

Our engagement procedures performed included:

- interviews with relevant staff and management at corporate and local level;
- site visits in Belgium and Ireland to review the source data and the design and implementation of internal controls at the level of these two sites which have been selected by us on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria;
- inspecting internal and external documentation as appropriate; and
- analytical review procedures on the data submitted for consolidation at group level.

With respect to our work on the disclosed GRI Application Level, our procedures were limited to verifying whether the GRI Content Index is consistent with the criteria for the disclosed Application Level and that the relevant information is publicly reported.

REPORTING CRITERIA

UCB applies the Sustainability Reporting Guidelines G3.1 of the Global Reporting Initiative supported by internally developed reporting principles, definitions and units of measure as set out on pages 170 to 174 of the CSR Report. It is important to view the performance data in the context of these criteria.

CONCLUSION

Based on the procedures performed, as described in this report, nothing has come to our attention that causes us to believe that the selected indicators for the year 2014 marked with a Greek small letter beta (ß) in UCB’s CSR Report 2014, have not been prepared, in all material respects, in accordance with the Reporting Criteria.

REPORT ON GRI APPLICATION LEVEL

Based on the procedures performed we conclude that the Application Level C+ as disclosed on page 174 and based on the GRI Content Index as disclosed on pages 170 to 171 in UCB’s CSR Report 2014 is consistent with the Application Level Criteria.

Kontich, 26 February 2015

KPMG Bedrijfsrevisoren Burg. CVBA
Represented by
Mike Boonen
Registered Auditor
IX. GLOSSARY OF TERMS

AS       Ankylosing spondylitis
AxSpA    Axial spondyloarthritis
CD       Crohn’s disease
CER      Constant exchange rates

CORE EPS/CORE EARNINGS PER SHARE
Net profit attributable to UCB shareholders, adjusted for the after-tax impact of non-recurring items, the financial one-offs, the after-tax contribution from discontinued operations and the net amortization linked to sales, divided by the number of shares outstanding

CORE PRODUCTS
The “core products” are UCB’s newly launched medicines Cimzia®, Vimpat® and Neupro®. UCB’s priority is the continued launch and growth of these three products

EBIT/EARNINGS BEFORE INTEREST AND TAXES
Operating profit as mentioned in the consolidated financial statements

EMA/EUROPEAN MEDICINES AGENCY
Agency responsible for the evaluation of medicinal products designed to protect and promote human and animal health. www.emea.europa.eu

EPS       Earnings per share

FDA/U.S. FOOD AND DRUG ADMINISTRATION
Agency within the U.S. Department of Health and Human Services is responsible for protecting and promoting the nation’s health. www.fda.gov

IA        Idiopathic arthritis
NBE       New biological entity
NCE       New chemical entity

NET FINANCIAL DEBT
Non-current and current borrowings and bank overdrafts less debt securities, restricted cash deposit with respect to financial lease agreements, cash and cash equivalents

PREVALENCE
The total number of cases of a disease in a given population at a specific time. The prevalences mentioned in this report are based on the populations of the seven countries (France, Germany, Italy, Japan, Spain, the U.K. and U.S.) which make up the majority of the global pharmaceutical market (sources: Decision Resources)

PMO       Post-menopausal osteoporosis
POS       Partial onset seizure
PsA       Psoriatic arthritis
RA        Rheumatoid arthritis

RECURRING EBIT (REBIT)
Operating profit adjusted for impairment charges, restructuring expenses, and other exceptional income and expenses

RECURRING EBITDA (REBITDA/Recurring Earnings Before Interest, Taxes, Depreciation and Amortization charges)
Operating profit adjusted for amortization, depreciation, impairment charges, restructuring expenses and other exceptional income and expenses

SLE       Systemic lupus erythematosus

WEIGHTED AVERAGE NUMBER OF ORDINARY SHARES
Number of ordinary shares outstanding at the beginning of a given period, adjusted by the number of shares bought back or issued during the period, multiplied by a time-weighting factor

WORKING CAPITAL
Includes inventories, trade and other receivables and trade and other payables, both due within and after 12 months
IX. GLOSSARY OF TERMS

Official report language
Pursuant to Belgian law, UCB is required to prepare its Annual Report in French and Dutch. UCB has also made this report available in English. In the event of any differences in translations or interpretations, the French version shall prevail.

Availability of the Annual Report
The Annual Report is as such available on the website of UCB (www.ucb.com). Other information on the website of UCB or on any other website, does not form part of this Annual Report.

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dirk.teuwen@ucb.com

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**Financial calendar 2015**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 April</td>
<td>Annual general meeting</td>
</tr>
<tr>
<td>30 April</td>
<td>Interim report</td>
</tr>
<tr>
<td>30 July</td>
<td>2015 half-year financial results</td>
</tr>
<tr>
<td>28 October</td>
<td>Interim report</td>
</tr>
</tbody>
</table>

**Forward-looking statements**

This Annual Report contains forward-looking statements, including, without limitation, statements containing the words “believes”, “anticipates”, “expects”, “intends”, “plans”, “seeks”, “estimates”, “may”, “will”, and “continue” and similar expressions. Such forward-looking statements involve known and unknown risks, uncertainties, and other factors which might cause the actual results, financial condition, performance or achievements of UCB, or industry results, to be materially different from any future results, performance, or achievements expressed or implied by such forward-looking statements. Given these uncertainties, the public is cautioned not to place any undue reliance on such forward-looking statements. These forward-looking statements are made only as of the date of this Annual Report. UCB expressly disclaims any obligation to update any such forward-looking statements in this Annual Report to reflect any change in its expectations with regard thereto or any change in events, conditions, or circumstances on which any such statement is based, unless such statement is required pursuant to applicable laws and regulations.
Adrien, UCB