

**INTEGRATED
REPORT**

2023



Regulatory
Pharma
Net

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LETTER TO STAKEHOLDERS
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LETTER TO STAKEHOLDERS



GRI 102-1, 14

I am pleased to present the 2023 Integrated Report of Regulatory Pharma Net (RPN), detailing our journey of growth, innovation, and value creation. This report showcases our achievements and reflects our dedication, integrity, collaboration, strategic thinking, and excellence.

At RPN, we have consistently worked to enhance our services, innovating and adapting to the challenges of the global market and ongoing regulatory changes. We have made significant investments in our team, recognising that the strength of a company is rooted in its people. Their professional development and active engagement have been pivotal to our growth.

The year 2023 was a pivotal year for our company, marked by the completion of a relevant organizational transformation. This initiative redefined roles, processes, and responsibilities to enhance external effectiveness and internal efficiency. It strengthened business development, reinforced our corporate identity, and shaped a comprehensive people strategy. As a result, we are now better positioned to address future challenges with increased cohesion and innovation.

Our commitment extends beyond organizational improvements. We are proud to promote a work environment that supports well-being, fosters a healthy work-life balance and encourages strong relationships with our clients and partners. We firmly believe that sustainable success is built on solid partnerships and mutual trust.

In 2023 we further strengthened our clients' relationships through targeted initiatives and in-person meetings, building deeper even more meaningful connections.

On the international front, we have continued to foster strategic collaborations with global partners, supporting companies seeking to expand into the international market.

In preparation for the new EU Health Technology Assessment (HTA) Regulation, we have enhanced our services to consolidate our leadership in the sector. Additionally, we launched a project to redesign our logo and website, better reflecting our position as a forward-thinking company with a continuously expanding and innovative service portfolio. Our evolving image is a response to an ever-changing world, while our core values remain a steadfast foundation, guiding our enduring commitment to excellence.

We sincerely thank you for your continued support and trust. Our commitment to our values will serve as the cornerstone for sustained and solid growth in the years to come.

Managing Director
Anita Falezza

LETTER TO STAKEHOLDERS

ABOUT THIS REPORT METHODOLOGICAL NOTE



GRI 102-45, 46, 49, 50, 52

Regulatory Pharma Net Srl (RPN) is proud to voluntarily publish its Integrated Report, a comprehensive document designed to provide valuable insights to all stakeholders—employees, customers, suppliers, and business partners—who are interested in our ongoing ability to create value.

This report adheres to global best practices in corporate reporting, following the International <IR> Framework established by the International Integrated Reporting Council (IIRC) and updated in January 2021. It incorporates key indicators from the GRI Standards 2016 and demonstrates our commitment to transparency in line with the evolving regulations on non-financial disclosure, such as the Italian Legislative Decree 254/2016.

By publishing this report, RPN strengthens its accountability and positions itself for future opportunities, including potential access to the capital market. It showcases our commitment to long-term growth, innovation, and corporate responsibility.

Purpose of the Integrated Report

The RPN Integrated Report aims to provide stakeholders with a clear and comprehensive overview of both financial and non-financial information that is most to them. To ensure its relevance, we have identified the key “material focus areas” by considering the following:

- Critical factors for achieving our strategic objectives
- Key risks highlighted through our risk management process
- Valuable feedback gathered from our stakeholders throughout the year

This report covers RPN’s activities for the fiscal year 2023 (from January 1st to December 31st).

Source of Information in the Integrated Report

The data and information presented in this report are derived from the following primary sources:

- Company management and accounting systems
- Insights gathered through the Stakeholder Engagement Project
- A comprehensive Risk Assessment

By providing this integrated view, we aim to offer a transparent and accountable report that supports our stakeholders’ understanding of our value creation process.

HIGHLIGHTS

HIGHLIGHTS



GRI 102-7

EQUITY

100%

NET FINANCIAL POSITION

more than
8.000.000€

TURNOVER

more than
5.500.000€

VALUE DISTRIBUTED TO
STAKEHOLDERS

more than
5.000.000€

NUMBER OF CLIENTS

more than
140

LOYALTY RATE

80%

QUALITY MANAGEMENT
SYSTEM CERTIFICATION

ISO 9001:2015 & ISO 27001:2017

AVERAGE TRAINING HOURS
PER EMPLOYEE

approx
100

CUSTOMER SATISFACTION

3.31/4

QUALIFIED SUPPLIERS

100%

A. ORGANIZATIONAL OVERVIEW

CORPORATE IDENTITY

CORPORATE IDENTITY

- Established in Italy in 1999, Regulatory Pharma Net (RPN) has grown into a key player in the Life Science service provider market, with a strong focus on international expansion. Our commitment to global growth and flexibility enables us to offer tailored solutions to clients in both national and international markets.
- RPN is certified under UNI EN ISO 9001:2015 and ISO 27001:2017, affirming our commitment to delivering high-quality services throughout the entire product lifecycle. From product development and registration to market access, launch, and lifecycle management support, we position ourselves as a one-stop shop, offering specialized expertise across medicinal products or medical devices.
- What distinguishes RPN is our international focus. We recognize and address the diverse needs of global clients adapting seamlessly to their specific requirements. Our capabilities include managing complex projects involving major regulatory bodies such as the EMA, US FDA, as well as overseeing national initiatives to lifecycle management, Regulatory Affairs (RA) and Marketing Authorisation (MA) activities.
- With a combination of a global perspective and in-depth local knowledge, RPN stands out as a trusted partner in navigating the complexities of the life sciences industry

CORE VALUES



GRI 102-16

At Regulatory Pharma Net (RPN), our core values, shaped over years of experience, define both our internal conduct and our relationships with customers, partners, and suppliers. These principles not only guide us but also drive our ongoing international expansion:

- **Dedication and Commitment:** We are devoted ensuring that every detail and process is meticulously managed. By navigating complexities with care, we deliver exceptional results and maintain a strong focus on client satisfaction, striving for excellence in every situation.
- **Integrity:** Our approach, founded on transparency, honesty, and impartiality, allows us to build strong, trust-based relationships with our partners. This integrity enables us to achieve the outcomes we aim for, supporting sustainable and mutually beneficial collaborations.
- **Dynamism:** We empower our clients with the expertise to tackle challenges and excel across diverse sectors, while adapting to local market demands. Our ability to pivot from strategic guidance to operational excellence, across various legal systems, ensures we remain agile, and always ahead of industry trends.
- **Collaboration:** Our clients are at the heart of everything we do. We tailor our solutions to meet their unique needs, whether locally or globally. By actively listening and understanding their challenges, we build high-performing teams that complement theirs, sharing insights, knowledge, and expertise. Together, we align on objectives, plan, execute, and measure outcomes, ensuring mutual success at every stage
- **Incisive Thinking:** Our extensive experience, expert team, and strong partnerships foster an environment where our incisive thinking-focused on rapid and precise problem analysis and resolution-combined with our clear strategic vision, enables the seamless introduction of new healthcare solutions, ensuring timely success.
- **Excellence:** Our excellence is the result of years of individual and collective expertise, service quality, professionalism, and deep in-market experience. By focusing on client needs and leveraging our unique skills, we consistently deliver outstanding results. We take pride in doing even the simplest tasks exceptionally well.

These values empower us to thrive in an increasingly interconnected world, positioning RPN as a trusted partner in the global life sciences industry, supporting clients and driving success across markets.

SUSTAINABLE DEVELOPMENT

SUSTAINABLE DEVELOPMENT GOALS 2030: A GLOBAL SHIFT IS UNDERWAY

- The concept of sustainability as we understand it today was first introduced in **1987**, defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” This concept sparked a global conversation about the need to balance economic growth with environmental and social responsibility.
- In **2015**, the **United Nations** set forth a global challenge by introducing the **17 Sustainable Development Goals (SDGs)** urging governments, businesses, and individuals worldwide to contribute toward a more sustainable future by 2030. These goals represent a shared vision that calls for collective action across all sectors of society. Today, however, many companies have yet to fully embrace sustainability. Economic and financial properties often take precedence over broader social and environmental considerations. Nevertheless, a shift is occurring: an increasing number of businesses are recognizing that long-term success in an interconnected world depends on adopting sustainable practices that consider people, planet, and profits.
- Sustainability is no longer a localized or regional issue: it has become a **global imperative**. Companies that align themselves with the **SDGs** not only demonstrate leadership but also enhance their competitiveness in the international market, where sustainability is increasingly driving innovation and growth. The future belongs to organizations that can integrate economic success with social responsibility and environmental stewardship.

Throughout 2023, RPN has remained committed to **seven key Sustainable Development Goals (SDGs)**, continuing the focus established in 2020–2022. These goals drive RPN’s dedication to sustainability in every facet of its operations:



We prioritize the well-being of employees and partners, while driving innovation in healthcare to support global health.



We invest in continuous workforce development, ensuring access to lifelong learning and skill growth.



We foster an inclusive workplace where everyone has equal opportunities to thrive.



We promote safe, supportive work conditions that fuel sustainable economic growth.



We champion innovation in regulatory processes, contributing to resilient infrastructure and industry advancements.



We practice sustainability in operations, reducing waste and promoting responsible resource use.



We actively work to minimize our environmental impact and support a low-carbon, sustainable future.

SERVICES OFFERED

SERVICES OFFERED TO PHARMA AND BIOTECH COMPANIES “FROM RESEARCH TO MARKET”



GRI 102-2

Regulatory Pharma Net (RPN) provides a comprehensive suite of services throughout the entire lifecycle of medicinal products and medical devices, from initial development to post-marketing support. Our services address all all critical regulated areas:

RPN Service:



RPN combines extensive experience with in-depth expertise to offer both strategic guidance and operational support, making us a trusted partner for clients worldwide. Our one-stop shop approach ensures a strategic vision, guiding products from development through to market launch and beyond.

What truly sets RPN apart is our international reach, paired with strong internal expertise enabling us to navigate complex and interconnected regulatory landscapes on a global scale. Through a combination of in-house capabilities and strategic partnerships with international key stakeholders, RPN helps clients effectively manage their products across multiple markets, including regulatory bodies like the EMA, FDA, or others.

Our unique blend of specialized knowledge and cross-functional capabilities allows us to provide integrated, flexible services tailored to our clients' needs—whether they seek require a full outsourcing solution or standalone services. As a client-focused company, we prioritize agility, ensuring that our solutions are customized to support clients in navigating the regulatory landscape seamlessly, all while maintaining a steadfast commitment to excellence.

DEVELOPMENT

Bringing a new life science product to market is a complex journey, requiring multi-disciplinary endeavor. RPN provides a dedicated team to support clients in planning and implementing Quality (CMC), Nonclinical and Clinical development, ensuring every step is covered.

RPN provides strategic and operational support for pre-submission activities across the EU and the US, including Orphan Drug Applications to the EMA and FDA, Paediatric Investigation Plan (PIP) applications, pre-submission meetings, and comprehensive management of all pre-submission processes.

With a proven track record of managing successful submissions and engagement with regulatory authorities throughout the development process – including Scientific Advice meetings – RPN excels at guiding clients through the complexities of product development, ensuring a smooth path to market success.

MARKETING AUTHORISATION APPLICATIONS

MARKETING AUTHORISATION APPLICATIONS

RPN helps develop an effective registration strategy by advising on the optimal roadmap for Marketing Authorization Application (Centralized, National, Mutual Recognition Procedure (MRP) or Decentralized Procedure (DCP)), procedural steps and agency requirements. Our team collaborates closely with clients to prepare and refine dossiers (CTD modules 1 to 5) for Marketing Authorisation Applications, ensuring full compliance with regulatory standards. We lead regulatory procedures, work seamlessly with client teams and manage communications with regulatory authorities—either alongside the client or acting on their behalf—ensuring a streamline and efficient approval process.

MARKET ACCESS

MARKET ACCESS

Early Access

Patients with unmet medical needs can access investigational drugs prior to their market launch through various mechanisms such as Early Access Programs (EAPs). However, national regulations differ significantly across European countries, making it essential to have the right expertise to navigate these varied frameworks.

RPN leverages its extensive experience to help pharmaceutical companies successfully manage the complexities of EAPs, ensuring timely access to medicines throughout clinical development, from Phase II to Phase III and beyond. As regulations evolve and treatments for life-threatening diseases advance, RPN's deep understanding of these processes ensures compliant access to investigational drugs in countries where the product has not yet to be registered.

Pricing & Reimbursement (P&R)

A successful drug launch is a critical milestone in its lifecycle that requires not only regulatory approval but also demonstrating cost-effectiveness to payers. RPN provides expert guidance in shaping a winning Pricing & Reimbursement (P&R) strategy, assisting in the preparation and submission of P&R dossiers in full compliance with local regulations. Additionally, RPN has extensive experience in negotiating with authorities to secure favourable outcomes.

With a proven track record across various therapeutic areas—particularly for orphan and highly innovative drugs—RPN offers specialized expertise in Pharmacoeconomics, ensuring that your product's value is effectively communicated to all stakeholders.

Pre-Launch

The pre-launch phase is crucial for ensuring the success of a medicinal product in the market. During this stage, pharmaceutical companies must address key elements such as regulatory approvals, Pricing & Reimbursement (P&R) strategies, and align all stakeholders, including healthcare providers and payers.

RPN plays a pivotal role in the pre-launch phase, offering strategic guidance, regulatory expertise, and tailored solutions to ensure that all necessary steps are completed efficiently. From dossier preparation and regulatory compliance to effective negotiation with authorities, RPN ensures your product is well-positioned for a successful and impactful launch.

MAINTENANCE AND POST-MARKET SERVICES

MAINTENANCE AND POST-MARKET SERVICES

Regulatory Maintenance

In addition to initial product approval, RPN specialises in Regulatory Maintenance to ensure ongoing compliance with evolving regulatory standards following market launch. This includes managing variation applications, renewals, periodic safety updates, and continuous monitoring of regulatory changes that may impact the product's status in regulations or product status. By overseeing regulatory maintenance, RPN assists companies in managing risks, maintaining market presence, and fulfilling post-market obligations efficiently.

RPN's expertise ensures smooth navigation through the regulatory landscape, facilitating a seamless market entry and ensuring long-term compliance by maintaining strong relationships with regulatory authorities.

Pharmacovigilance

RPN offers extensive pharmacovigilance services, acting as a key partner for clients across Asia, Europe, USA, Australia, with direct support provided in Italy. Our comprehensive service portfolio covers every aspect of ensuring drug safety and regulatory compliance, with a strong focus on safeguarding patient well-being in both local and global markets.

Pharmacovigilance monitors medicine safety post-market. It detects, assesses, and prevents adverse effects or drug-related issues to ensure medicines stay safe and effective globally.

In Italy, RPN acts as the primary point of contact for pharmacovigilance, managing all aspects of safety monitoring and ensuring compliance with local and European regulations. Our services include drafting pharmacovigilance agreements, conducting Good Pharmacovigilance Practices (GVP) audits, and offering literature monitoring to stay updated on the latest safety data from scientific publications.

RPN also provides expert regulatory guidance to navigate the complex pharmacovigilance landscape in Italy and across global markets, ensuring full compliance and patient safe.

SERVICES TO MEDTECH COMPANIES

SERVICES TO MEDTECH COMPANIES

RPN offers extensive expertise support to companies in the medical devices and in vitro diagnostic device sectors, facilitating their entry into the European Union market. Our services are designed to simplify the regulatory journey, ensuring smooth and efficient market access. RPN offers support in auditing companies and suppliers, preparing and updating technical files, interacting with notified bodies for CE mark acquisition, identifying qualified laboratories for testing, and managing market access of medical devices and in vitro diagnostic devices including revision and submission of advertising materials. We also collaborate with international experts able to assist companies interested in non-European markets.

OTHER SERVICES

OTHER SERVICES

Quality Management and GxP auditing

RPN assists clients in implementing robust quality systems that meet regulatory requirements across a wide range of product categories, including medicinal products, medical devices, and in vitro diagnostic devices. Our team brings extensive experience and deep expertise in GMP (Good Manufacturing Practices), with a proven track record of successful projects supporting manufacturing companies.

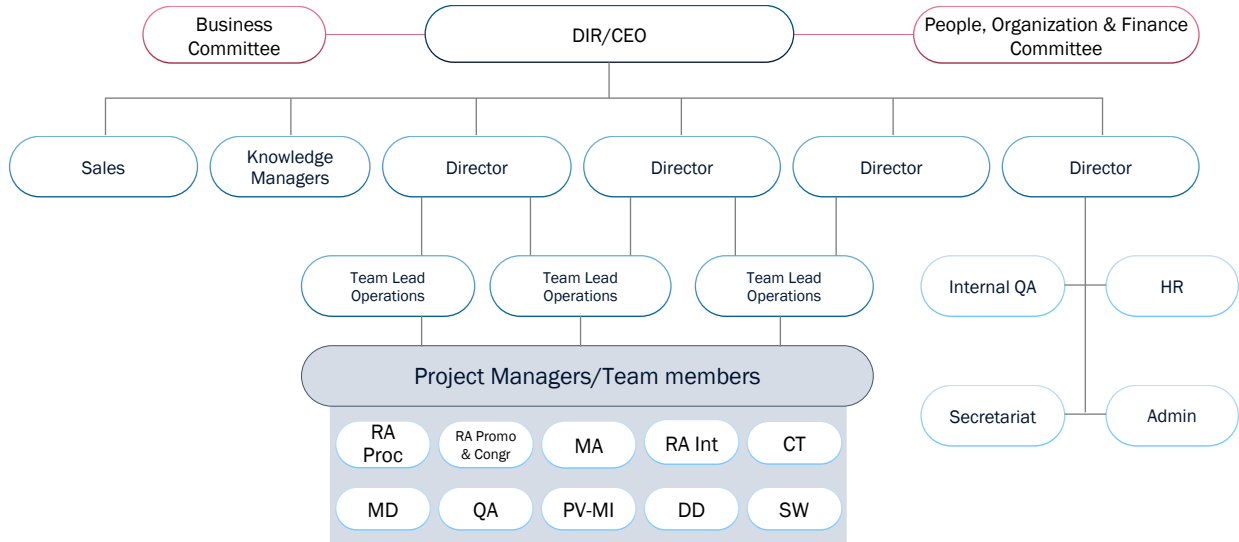
Our team help clients navigate the complex journey of obtaining and maintaining GMP certificates and manufacturing authorizations. We provide hands-on support through GMP gap analysis, identifying areas for improvement, conducting thorough GMP audits, and developing effective CAPA plans (Corrective and Preventive Actions) to address any issues. We also provide support in managing interactions with regulatory authorities to ensure a smooth and compliant process.

B. GOVERNANCE

In 2023 RPN took a pivotal strategic step to strengthen its leadership and decision-making capacity by establishing two new committees to reshape its governance structure.

- **Business Committee:** This committee serves as the driving force behind the company's outward expansion, with the primary goal of identifying new business opportunities. Its core mission is to ensure optimal coordination of operations and business development, fostering synergy among teams and maintaining a long-term strategic vision. It's within this committee that innovative ideas transform into actionable market strategies.
- **People, Organization and Finance Committee:** This committee focuses on the essential elements that support the business. It oversees support processes, manages human and financial resources, and ensures that every special project is equipped with the necessary skills and resources to succeed. Its primary role is to ensure that every initiative is backed by efficient and well-coordinated organisation.
- **Supervisor:** Another key innovation in RPN's governance structure is the introduction of the Supervisor role. This strategic role blends operational proficiency with forward-thinking vision, emphasizing the achievement of ambitious objectives while managing projects and spearheading business development initiatives. as a trusted partner in navigating the complexities of the life sciences industry

ORGANISATIONAL STRUCTURE CHART



MANAGEMENT SYSTEM MANAGEMENT SYSTEM

RPN maintains ISO 9001:2015 and ISO 27001:2017 certifications for its management systems, certified by Certiquality S.r.l., ensuring the highest standards of quality and information security.



C. BUSINESS MODEL AND STRATEGY

RPN BUSINESS MODEL

RPN BUSINESS MODEL

RPN's business model is designed to generate value through a balanced approach, leveraging six key capitals identified by the International Integrated Reporting Council (IIRC). This model enables RPN to create long-term value for the organization, its stakeholders, and the environment. This model enables RPN to create long-term value for the organization, its stakeholders, and the environment.



Financial Capital: The financial resources at RPN's disposal form the foundation for making necessary investments that ensure seamless service delivery and top-tier customer satisfaction tier customer satisfaction



Infrastructural Capital: From the company's headquarters to its operational equipment, these assets support RPN's daily operations and contribute to efficiency and growth



Organisational Capital: RPN's internal processes, knowledge-based systems, and quality-driven procedures ensure the organization continuously improves and delivers exceptional services



Human Capital: The expertise, skills, and dedication of RPM's employees drive the organization's performance. Their motivation and competence are vital in fulfilling RPM's mission



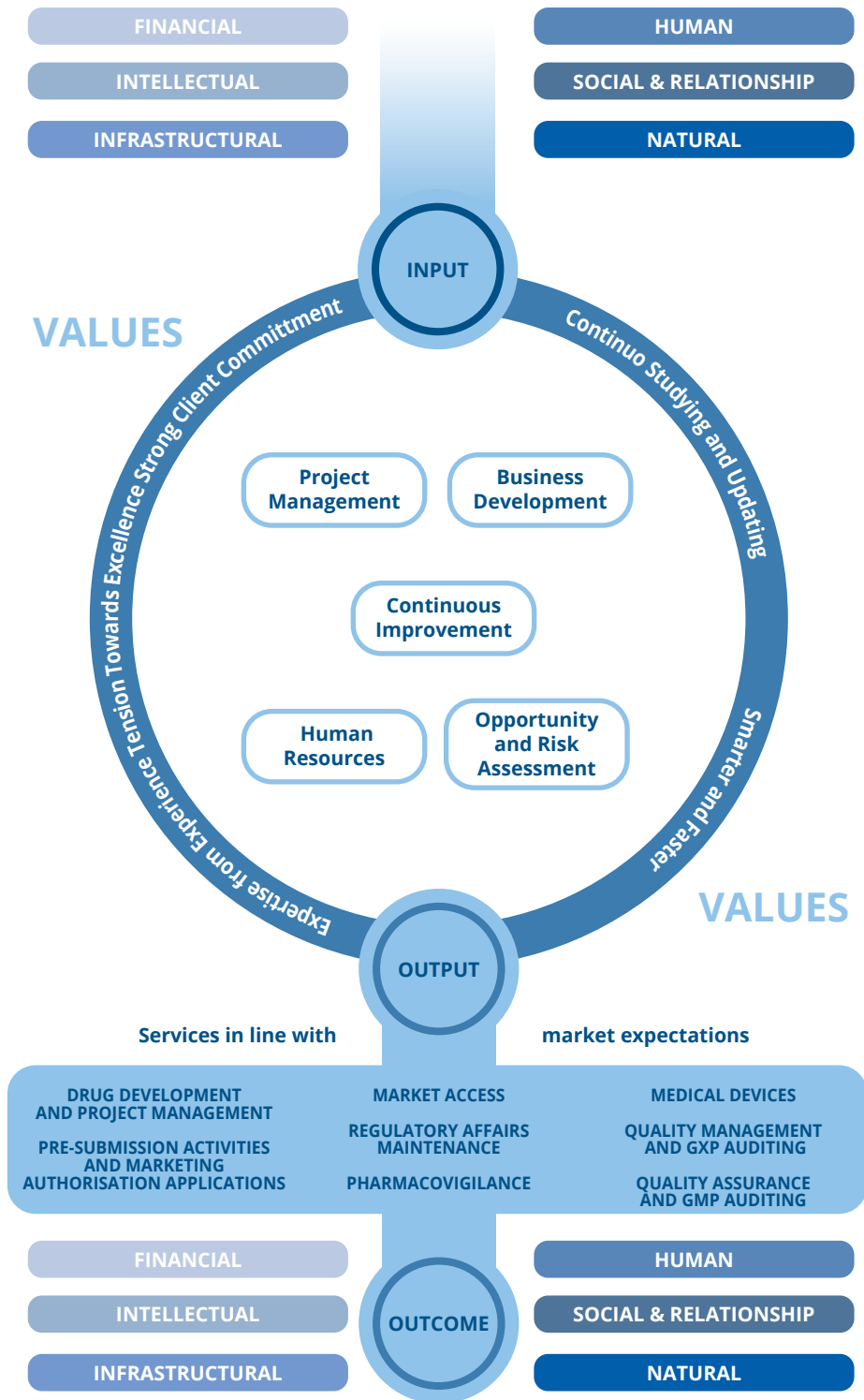
Social Capital: RPM's strength lies in its relationships with key stakeholders-clients, suppliers, governments, and the broader community. These connetions are critical to its sustained success



Natural Capital: Essential resources like Water, solar energy, and carbon sinks are not only critical to the broader economy but fundamental to life itself. RPN understands the irreplaceable nature of these resources and is committed to safeguarding them, recognizing that protecting the environment is vital for both a sustainable future and the well-being of all living systems

By leveraging these six capitals, RPN crafts a balanced approach to creating long-lasting value, not only for the organization but for its stakeholders and the environment alike.

In order to face up and win the market challenge RPN business model is structured as below:



RISK MANAGEMENT

RISK MANAGEMENT



GRI 102-15

RPN has implemented a comprehensive risk and quality management system to ensure continuous improvement and compliance and stakeholders' satisfaction. The **Quality Management System (QMS)** was first established in 2013, while the **Information Security Management System (ISMS)** was introduced in July 2021. Together, these systems form an integrated management framework that supports regulatory affairs for pharmaceuticals, medical devices, pharmacovigilance, clinical trial authorisations, market access, drug development, scientific writing, and international regulatory affairs.

Documentation and Governance

RPN's management systems are supported by a detailed documentation framework, which includes:

- Quality Manual, incorporating the Quality Policy and Information Security Policy
- Procedure manuals (including forms, registers, etc.)

This documentation is regularly reviewed and updated to ensure its continued relevance and effectiveness. All updates are approved by the respective process owners and the **Quality Assurance (QA) Team** and shared with relevant personnel.

Corrective and Preventive Actions

In 2023, RPN focused on enhancing the monitoring and implementation of corrective and preventive actions, ensuring adherence to deadlines and improving efficiency. Automated workflows were introduced and refined, providing notifications to the QA staff, action owners, and process owners. These workflows ensure a structured response to non-conformities, aiming to resolve issues and prevent recurrence. The effectiveness of these measures will be reassessed over a longer time frame in subsequent reviews, starting with this one.

Staff Training and Supplier Management

RPN improved staff training on quality documents with automated systems to track completion rates and training data in the **Training Register**. Specific objectives and relevant indicators for on-time training completion were foreseen.

In terms of supplier management, the focus on improving decision-making processes led to the introduction of a new IT tool for supplier qualification, re-evaluation, and categorisation. This system is expected to be fully operational by mid-2024.

Information Security

RPN strengthened its **Information Security Management System (ISMS)** in 2023, aligning with the requirements of ISO 27001:2022. Vulnerability assessments and penetration tests were conducted and will be repeated on a regular basis on our systems.

Digital Innovation and Process Optimisation

RPN launched a digital innovation project in 2023, integrating artificial intelligence and other advanced tools to optimise data management and enhance knowledge sharing within the organization.

STAKEHOLDER ENGAGEMENT

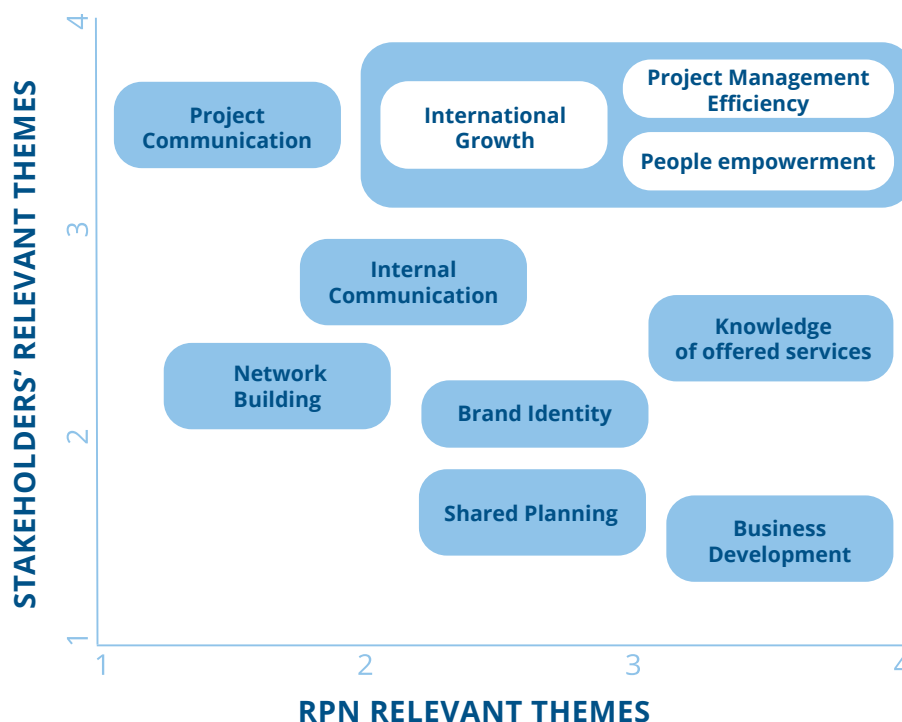
STAKEHOLDER ENGAGEMENT

 GRI 102-40, 47

RPN remained committed to engaging stakeholders in 2023, aiming to maintain transparency and efficiency in its interactions with both internal and external parties. The company acknowledges the significance of these relationships in influencing its strategic decisions and long-term success. As illustrated in the map below, these stakeholders are directly impacted by the company's performance and operational processes.



Materiality is a guiding principle of the <IR> framework, encouraging companies to focus their reports on the aspects that significantly impact their ability to create long-term value—the so-called “material” factors. In line with this principle, in 2023, RPN undertook a specialized process to gather new insights, building on the materiality analysis conducted in 2022. This analysis engaged both the Company and its key stakeholders, ensuring a comprehensive view of what truly matters. By considering both internal priorities and external expectations, RPN identified the most relevant and impactful areas, which are highlighted in the “Materiality Matrix” below



Through a careful materiality analysis, RPN identified the most relevant topics for value creation, such as:

International growth

Strategic International Collaborations: Partnering with key players in EU and non-EU countries demonstrates RPN's international growth. This shows how RPN is addressing regulatory challenges and capturing new market opportunities through global synergies.

Global Membership Development: The ongoing expansion of RPN's network of collaborations with national and international organisations, such as Eucope and Ispor, demonstrates its commitment to strengthening its global contacts and affiliation. These international connections not only increase RPN's visibility in foreign markets but also facilitate the exchange of knowledge and best practices, further strengthening its competitive position

Project management efficiency

One of the key actions taken in 2023 was the introduction of the Supervisor role, a position responsible for overseeing crucial aspects of project management, business development, client satisfaction, resource management, and delivery quality. Supervisors ensure that both internal resources and external client needs are efficiently managed, aligning with the company's strategic objectives and enhancing stakeholder engagement. Their role in overseeing quality and efficiency is vital for maintaining strong relationships with both employees and clients.

Additionally, RPN optimised its processes for monitoring planned and worked hours, with enhanced tools that include summary tables, key performance indicators (KPIs), and automated alerts. These updates were designed to streamline the management of resources by **Project Managers and Supervisors**, allowing for quicker and more accurate tracking of key data. This focus on data-driven management ensures that internal stakeholders have better visibility into business performance, while external stakeholders, such as clients, benefit from more efficient service delivery and resource allocation.

To further strengthen its approach, RPN developed a structured **monthly reporting system** in 2023. This system integrates data from the time reporting and planning tools, as well as the **TeamSystem management software**, allowing for comprehensive monitoring of key business metrics. These include worked hours by resource, project, and business unit; revenue trends by business unit and project; and the billability of individual resources. The implementation of this reporting system highlights RPN's commitment to providing stakeholders with transparent and actionable insights into business performance, a key material issue identified in previous stakeholder engagement efforts.

In line with its continuous improvement objectives, RPN also committed to assessing the tools and roles implemented as part of the **Project Management** process in 2023. This review process ensures that the company remains responsive to changing stakeholder needs and market conditions, fostering a culture of adaptability and excellence in project delivery and management

People empowerment

Human capital is at the core of RPN's strategy, so that in 2023, the company launched an ambitious programme for staff development and continuous training. Employees were organised into five professional clusters (Specialist, Manager, Senior Manager, Associate, and Director), creating customised growth paths tailored to individual roles and career goals. The performance evaluation process, featuring structured individual interviews, ensured fair and merit-based management, reinforcing RPN's commitment to recognising and rewarding talent. Simultaneously, the company expanded its welfare plan, increasing welfare credits and meal vouchers to further support employee well-being.

RPN also initiated the UNI PdR 125:2022 certification process, aimed at promoting gender equality and addressing the gender pay gap, contributing to the creation of an inclusive and equitable work environment.

Together, these initiatives reflect RPN's broader strategy of empowering its people, fostering a workplace where growth, fairness, and inclusivity are prioritised for the benefit of both individuals and the organisation.

RPN STRATEGY

RPN STRATEGY

2023 was a successful year for RPN, with significant strategic achievements and transformative changes.

The company achieved these results through an effective combination of risk assessment and stakeholder engagement, remaining aligned with the strategic directions set in 2022.

RPN's focus continued three main areas:

- **Customer-Centricity:** Focusing on the customer in every decision, providing personalized solutions, and building trust.
- **Internationalisation:** Expanding the company's global presence by entering new markets, reaching new customers, and adapting to local differences while maintaining high-quality standards.
- **Service Quality:** Continuously enhancing operational efficiency and excellence to ensure the highest quality services, consistently meeting and exceeding customer expectations.

RPN's Strategic approach is anchored in an integrated model that reinterprets the traditional strategic areas (Economic/Financial, Market, Organisational, Resources) in line with the International Integrated Reporting Council (IIRC) framework.

This model focuses on:

- **Impact on the Six Capitals:** Financial, Manufactured, Intellectual, Human, Social and Relationship, Natural, with a particular emphasis on service quality and customer satisfaction.
- **Key Stakeholders:** With the customer at the heart of the company's strategy.
- **Involved Processes:** Designed to optimise efficiency and ensure high-quality service on a global scale.
- **Required Resources:** Essential to support international expansion and enhance service quality across all stages.

This integrated strategy reflects RPN's commitment to creating value for its customer, expanding internationally, and delivering excellence in service.

The outcome is a comprehensive Integrated Strategic Map that encapsulates the Integrated thinking concept that underpins the Integrated Report.

2024 Main Organisational Goals

- **Expanding Horizons**
Implement a growth plan to increase the value generated from strategic partnerships and memberships, strengthening RPN's market position.
- **Gender Quality**
Achieve PDR certification by the end of next year, marking a significant milestone toward creating a more equitable and inclusive organization.
- **Streamlining the Business Committee and POFC**
Enhance the operational efficiency of the Business Committee and POFC, ensuring alignment aligning with company goals.
- **Expanding our team**
Recruit qualified professionals to support innovation and sustain competitiveness across all company sectors.
- **Rebranding RPN**
Refresh the company's brand with a new logo and updated website, projecting the company forward-looking image.
- **Harnessing Expertise & Technology**
Leverage our expertise and cutting-edge technologies to create added value and offer innovative solutions.
- **Investing in Our People**
Continue investing in training and employee engagement, to improve skills and motivation.

D. PERFORMANCE 2023

The following chapter outlines the key outcomes achieved by RPN in 2023 across each capital.

FINANCIAL CAPITAL

FINANCIAL CAPITAL



GRI 201-1



Highlights

1. Equity: **100%**
2. Net Financial Position: **Over 8.000.000 €**
3. Turnover: **Over 5.500.000€**
4. Value distributed to stakeholders: **Over 5,000,000 €**

RPN acknowledges the importance of creating value for all its stakeholders and in 2023 distributed more than divided as above.

Throughout 2023, the accounting structure was not only maintained but further enhanced within the company, taking full advantage of advanced tools to drive efficiency and integration.

ORGANISATIONAL CAPITAL

ORGANISATIONAL CAPITAL

Building on insights from 2021, RPN continued to strengthen its organisational assets, focusing heavily on digital innovation.



Information Security Management System (ISMS)

- RPN maintained and further developed its ISO 27001-certified ISMS, with a dedicated ISMS Responsible Person overseeing continuous improvements and process implementations. Enhanced cybersecurity tools and procedures were put in place to meet industry standards and ensure comprehensive personnel awareness.

Management System and Certifications

RPN reaffirmed its commitment to delivering high-quality services, as demonstrated by its ISO 9001:2015 certification. The company also maintained its ISO 27001:2017 certification for its Information Security Management System, ensuring secure and protected data management.

Digitalisation

RPN's digitalization journey advanced in 2023 with the continued support and training for optimizing digital tools. The adoption of these systems has streamlined information flows and business processes, improving internal communication, archiving, and document management. RPN also began developing a strategic plan for the introduction of Artificial Intelligence tools, further advancing its evolution towards a more digitally advanced and innovative management approach.

These steps represent RPN's commitment to a digital future, where efficiency, security, and innovation are at the heart of its business operations.

INFRASTRUCTURAL CAPITAL

INFRASTRUCTURAL CAPITAL

RPN's headquarters was designed to seamlessly combine well-being and productivity, offering bright, airy spaces that encourage creativity and focus. The work environment includes spacious meeting rooms, state-of-the-art videoconferencing facilities, and a remarkable Auditorium, designed to enhance collaboration and efficiency.

Employees benefit from premium services, including a fully equipped kitchen. In line with RPN's sustainability goals, the company encourages the use of reusable bottles, which can be conveniently refilled at designated station in common areas, offering a practical and mindful way to reduce waste.

Every detail has been carefully considered to create a welcoming and efficient work environment that fosters well-being and collaboration throughout the day.



HUMAN CAPITAL

HUMAN CAPITAL

Human capital is at the core of RPN's strategy, reflecting the company's belief that its people are the driving force behind its growth and success. In 2023 RPN launched an ambitious programme focused on staff development and continuous training, tailored to meet the evolving needs of the business and its workforce. This initiative was pivotal in nurturing talent and fostering a culture of learning and personal growth.



Tailored Development and Career Growth

To ensure a personalised approach to professional development, employees were organised into five distinct professional clusters: Specialist, Manager, Senior Manager, Associate, and Director. Each cluster benefits from customised growth paths, designed to align individual roles with career aspirations and the company's long-term objectives. These pathways allow employees to grow within the organisation in a structured and supportive manner.

Comprehensive Training for an Evolving Workforce

RPN continuously invests in the development of our staff's skills through a structured training plan, which combines technical courses and soft skills to tackle the challenges of an evolving market.

Performance Evaluation and Merit-Based Management

RPN is committed to recognising and rewarding talent through a merit-based management system. The performance evaluation process includes structured individual interviews, ensuring fairness and transparency in assessing employee contributions. This approach strengthens the company's dedication to fostering a work environment where talent is acknowledged and rewarded based on clear, objective criteria.

Boosting Well-being and Productivity through Flexibility

To support employee well-being and productivity, RPN has maintained a flexible smart working programme, enabling employees to better manage their responsibilities while ensuring high performance standards and a healthy work-life balance.

Expanded Welfare Plan

In 2023, RPN expanded its welfare plan to further enhance employee well-being. This included an enhancement of welfare credits and meal vouchers, demonstrating the company's commitment to supporting employees both personally and professionally. These initiatives are aimed at fostering a positive work environment that prioritises health, balance, and motivation.

Promoting Gender Equality

As part of its commitment to diversity and inclusion, RPN initiated the UNI PdR 125:2022 certification process, aimed at promoting gender equality. This initiative strengthens the company's dedication to creating an inclusive and equitable work environment, ensuring that opportunities for growth and advancement are accessible to all employees, regardless of gender.

Organisational Model for International Expansion

In line with RPN 's vision for growth, the company initiated a strategic intervention to devise and implement an organisational model that prepares RPN for further international expansion. This model ensures that the company functions smoothly across teams, fostering a collaborative and efficient business environment with an emphasis on continuous improvement.

Talent Acquisition and Onboarding

To sustain the company's rapid growth while maintaining high levels of expertise, RPN significantly enhanced its staff selection and onboarding process. A standardized onboarding procedure delivers a comprehensive set of induction trainings to each new hire, covering critical topics such as internal organisation, customer profiles, RPN 's quality and IT systems, project management. This ensures that new employees are well-equipped to contribute effectively from the outset.

Employee Engagement and Motivation

RPN values the perspectives of its employees. The HR department conducts periodic interviews with all personnel to monitor engagement and motivation levels, ensuring that every employee can express their opinions and contribute to company's continuous improvement. These interviews are essential for aligning the company's goals with the personal and professional aspirations of its employees, fostering a strong sense of commitment and shared purpose. Through these initiatives, RPN demonstrates its unwavering commitment to investing in its people, creating an environment where every employee can thrive, and positioning itself for long-term sustainable growth.

SOCIAL CAPITAL



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In 2023, RPN continued to implement a robust stakeholder engagement strategy, aimed at strengthening relationships with its key stakeholders by addressing their needs and focusing on relevant topics. Through a multi-channel communication approach, RPN increased its online brand presence, particularly via LinkedIn and the company blog.

- **Boosting Engagement and Visibility through Strategic communication in 2023:**

In 2023 RPN executed a comprehensive communication strategy, publishing a series of blog articles and LinkedIn posts covering key topics in its service areas, such as Regulatory Affairs, Medical Devices, Market Access, Pharmacovigilance, and Drug Development. This approach aimed not only to inform but also to actively engage key stakeholders by delivering valuable industry insights. LinkedIn served as a cornerstone of RPN 's communication efforts, effectively fostering engagement, enhancing brand awareness, and strengthening the company's visibility. By consistently sharing updates, highlighting industry trends, and showcasing its services, RPN generated meaningful dialogue with both current and potential stakeholders, reinforcing its position in the industry.

- **Internal Awareness:** RPN encourages all staff, particularly Knowledge Experts, to share insights from market trends and stakeholder interactions. These insights were analysed and used to inform management decisions. This feedback loop allowed RPN to shape strategies that enhanced stakeholder engagement, ensuring the company remained responsive to the evolving needs of its stakeholders.
- **Client Satisfaction:** RPN's Client Satisfaction Survey provided valuable insights into customer perceptions, confirming the company's reputation as a trusted partner. The survey revealed that a significant majority of clients learned about RPN through word of mouth, highlighting the strong reputation the company has built as competitive advantage. This is a direct result of the high-quality service RPN consistently offers across its various business areas.
- **Client Trust and Satisfaction:** The survey highlighted a high level of trust in RPN, with an overall satisfaction rating reflecting consistent customer appreciation. This outcome aligns with feedback from the previous year, demonstrating continuity in delivering value and meeting customer expectations.
Key strengths highlighted by clients, include:
 - o **High-quality service**
 - o **Professionalism**
 - o **Customer orientation**
 - o **Strong collaboration**
 - o **Reliability**

These results confirm that RPN has established itself as a reference point in the industry, strengthening its brand presence and trustworthiness in the minds of its customers.

- **Actionable Insights:** Based on the feedback received, RPN is continuously refining its strategies to ensure alignment with stakeholder needs. The insights gained from the client satisfaction survey and ongoing stakeholder interactions are essential in guiding RPN's actions towards maintaining and enhancing client relationships, further growing its brand influence.
In summary, RPN 's stakeholder engagement activities are designed to strengthen connections, address concerns, and continuously improve service quality. This reflects a deep commitment to meeting stakeholder expectations and building long-term partnerships.
- **Memberships and Partnerships:** In 2023, RPN continued its active involvement in stakeholders' associations (e.g., EUCOPE, ISPOR), including delivering speaking sessions. Additionally, RPN has fortified its enduring partnerships with regulatory and market access service providers across the EU and US, who possess a profound understanding of the local landscape.



E. OUTLOOK

OUTLOOK

OUTLOOK

The achievements of 2023 and the new organizational structure have positioned RPN to monitor and achieve strategic objectives while identifying future goals. This reorganization ensures more streamlined processes, more effective decision-making, and greater flexibility in adapting to market demands, enabling the company to offer more tailored solutions to clients.

The continuous analysis of data and process monitoring creates a self-sustaining virtuous cycle: the verification and achievement of current objectives seamlessly generate new goals that align with the evolving company strategy, which is constantly refined and updated.

For 2024, RPN is poised to sustain turnover growth by maximizing the contributions of all service areas. This will be complemented by a broader plan for expansion, as the company intensifies its internationalization efforts to secure new global clients and projects, solidifying its presence in emerging markets. At the same time, maintaining strong relationships with the existing customer base remains a top priority, with a continued focus on understanding client needs and consistently delivering exceptional service. In this context, RPN reaffirms its commitment to a proactive, problem-solving approach, ensuring that its services are always tailored to meet the specific needs of its valued clients.

RPN will continue to strengthen its external communication strategy, emphasizing its refreshed brand identity through a multi-channel approach (social media, company blog, email, CRM, etc.) to enhance brand visibility and credibility among diverse stakeholders.

Strategic business growth in 2024 will be driven by key initiatives, including:

- **Expanding Horizons**
- **Gender Quality**
- **Streamlining the Business Committee and POFC**
- **Expanding Our Team.**
- **Rebranding RPN**
- **Harnessing Expertise & Tech**
- **Investing in Our People**