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by Shire's Global Corporate
Communications Department

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We enable people with life-altering conditions to lead better lives.

Designed and produced by
Bostock and Pollitt Limited, London

Print managed by
Urban Life Support

This Review is printed on Revive Pure White Silk,
a 100% recycled paper with FSC certification.
The composition of the paper is 85% de-inked
post-consumer waste and 15% unprinted pre-
consumer waste. All pulps used are Elemental
Chlorine Free (ECF) and the manufacturing mill
is accredited with the ISO 14001 standard for
environmental management.



View from the top Angus talks about CR at Shire, and the issues now facing the pharmaceutical industry.

“We want to be a responsible and ethical business, but also one that leads the way in its industry, and delivers strong returns for shareholders.”

This is my first Corporate Responsibility (CR) report as Chief Executive Officer, and the first since I handed over the chair of the Shire CR Committee to Tatjana May. But as I said last year, I've taken my commitment to the whole area of CR with me into my new role, and it has, as I expected, become more central to that role as the year has gone on.

This time last year, one of the things I said I wanted to do was to involve the Board more closely in our CR agenda, and we have indeed started to do this, both in terms of risk assessment, and through the new Science and Technology committee, which oversees the scientific techniques we employ, and their wider ethical implications. This is only one example (there are many more) of how CR issues are becoming more and more closely integrated into the way we manage the Company day-to-day. We're not alone in this—most large businesses are launching similar initiatives—but I think the pharmaceutical sector as a whole has particular challenges it needs to address, and many of the changes we're making to our corporate strategy and way of working at Shire are either in response to this, or, in some cases, in anticipation of it.

Tatjana will talk about what we're doing to develop a new sustainability strategy for Shire. As part of that work we've looked in depth at the wider trends affecting our sector, and I was not at all surprised to find that the people surveyed in a recent Harris Interactive poll in the US ranked pharmaceuticals 13th out of 17 industries for honesty.

A new phase for pharma

In the last 20 to 30 years there's been a huge investment in new therapies, and as a result there's now such a vast range of treatments available that even healthcare professionals struggle to keep up. The whole drugs market has become acutely and intensely competitive—so much so that you can now see branded medicines being advertized on American TV, as if they were just another consumer product. There's no doubt that many in our sector see this 'direct to consumer' marketing of brands as a step too far and I would agree, but I would also argue that the prohibition of contact between patient and pharmaceutical company that prevails in Europe can just as easily lead to public distrust. My own ideal would be somewhere in the middle, and we welcome the debate at the EU level on the commission's draft proposal on Information To Patients (ITP) which we hope will find the right balance.



In medical terms we're starting to see the emergence of 'personalized' or customized treatments—a shift away from a mass-market 'one drug fits all' approach towards one where the emphasis is on discovering what will work best for each individual patient. The recent advances in diagnostics are making this possible, and while it may initially sound like a more expensive approach for healthcare providers, prescribing the most effective therapy first time and every time will actually save money in the end, as well as producing a far better outcome for the person being treated. Importantly, I think this trend will put the patient back where they should be: at the heart of what the pharmaceutical industry exists to do.

This is one reason why I've spent so much of my time this year working with the Shire Leadership Team to review our corporate strategy. We've never wanted to be 'big pharma', and most of the people who work here do so for exactly that reason: they want to be part of a company that has an agile entrepreneurial culture, and where their personal efforts can make a real difference to patients' lives. The whole Leadership Team is passionately committed to retaining that spirit, and you can see it both in the new corporate brand, which we discuss in more detail on pages 8 and 9, and in

our new purpose statement, which is to 'enable people with life-altering conditions to lead better lives'. We have financial and commercial goals as well, of course, but the core of our *raison d'être* is to help patients and their families.

In my view, this is what CR really means for a company like ours. You can see it in action every day at our Human Genetics Therapies (HGT) business. The people who work there specialize in treating extremely rare genetic diseases, many of them life-threatening, and many of them afflicting children. As a result they have a special and very moving commitment to these patients, and know many of them by name. It's an extreme example of personalized medicine, and an extremely successful one; it's also one we can learn from, and adapt for our Specialty Pharmaceuticals business. The number of patients involved in the Specialty therapy area is much higher, but there's still huge value in engaging more actively and collaboratively with both them and the specialist physicians who treat their conditions, and we've already started to do this, notably in this year's continued rollout of LIALDA® (mesalamine), our new treatment for ulcerative colitis.

As this might suggest, I see this approach as an obvious win-win for Shire, from both a business and a CR perspective. We want to be a responsible and ethical business, but also one that leads the way in its industry, and delivers strong returns for shareholders and cashflow, which can be re-invested into the business to help bring new treatments to patients with specialist and rare diseases—that's immensely positive: it's a sustainable business model in every sense of the word.

Angus Russell
Chief Executive Officer

A new role, a new perspective Tatjana May reflects on her first year as chair of the Shire CR Committee.

“I believe very strongly that CR has to be owned and driven by every employee, not just by those of us who sit on the Committee.”

I've taken a keen interest in CR issues at Shire ever since I joined the Company eight years ago, and when I was invited to take the chair last year, I didn't hesitate. I'm proud about what we've already done, and I'm excited about how much more we can do. The first thing to say is that I believe very strongly that CR has to be owned and driven by every employee, not just by those of us who sit on the Committee. There's a role for top-down leadership and direction—as in every aspect of business life—but if ever there was an example of the value of bottom-up energy and drive, then this is surely it.

We've achieved a huge amount since we first started calling our work 'CR', but now we need to take a longer-term perspective while ensuring that our sustainable approach to business is built in to how we run Shire on a day-to-day basis. Angus has already talked about this and there's more we can all do to encourage everyone who works at Shire to take responsibility for doing this. I suspect that despite all the first-rate CR communications we publish, there's still a lot more we can do to help people understand what CR is, and give them the confidence to start taking the initiative themselves. It might be something as small as turning off their PC at night, or something as significant

as organizing a volunteering event, or championing recycling at their site. After all, responsible business is often the same as sensible business—less waste, less risk, and lower costs. We can promote some of that from the top, but more often it's the person on the ground who knows the right questions to ask, and the right person to put them to, and that's when you get ideas that actually work.

I don't think we need more initiatives or more campaigns—you can gain a certain amount from that, but the real change comes when people start to think and act differently without needing to be constantly reminded, or without even realizing that what they're doing is 'CR'. I talked about this at a recent all-employee meeting at our Basingstoke office, and one of the questions from the audience was about how employees could get involved. It's great to hear people being so enthusiastic, and I'm keen that they take ownership themselves, rather than feeling that this is something that has to be run by a committee. If I had one ambition for this new role, I think that would be it.



The new sustainability strategy

Turning to the Committee itself, our focus at the moment is on developing the next phase of our CR strategy, in the light of the new emphasis on business sustainability. I see this as an evolution of what we already do, even if it might lead to some fairly new thinking in one or two areas. We want to know if there are changes we should be making to optimize the way we operate, or new things we should consider doing which the Company and our stakeholders will benefit from. We also need to think about how we measure what we do, whether that's quantitatively or qualitatively. I have no problem with softer measures, and I certainly don't think we should focus exclusively on things we can put numbers on, as that can divert attention away from areas where we could make a great difference, even if it's a relatively intangible one.

The new strategy is very much work-in-progress at the moment, but I think there's still value in sharing our current thinking, and the approach we're taking.

In the summer of 2008 we started a comprehensive review of the sustainability issues facing Shire, as well as those with wider implications beyond our own industry. We asked ourselves what the

world would look like in five years, and how the Company was likely to change in that time. We looked at leading players in the field, and what they're doing, and then focused in particular on the pharma sector. It's clear to us that the sustainability agenda in our own industry is evolving from one focused on the direct impacts of operational activities, like drug safety and animal welfare, to a much wider remit covering the whole value chain, as well as an even broader range of social issues including healthcare systems, patient rights, and access to medicines.

We have identified sustainability issues which are significant to Shire and also to our stakeholders and we will work with the business to prioritize these to help determine what our objectives should be. Are there areas where we should aim to comply with accepted best practice, but others where we could take a more proactive stance, aiming not just for effective risk management but actual competitive advantage? It seems likely that there will be some key areas where we certainly will want to do this, notably drug safety, ethical sales and marketing, as well as the way we manage our own people, and our relationships with partners and suppliers.

Once the strategy has been finalized it will be presented to the Leadership Team and Board of Directors along with a detailed action plan. I expect this to happen later in 2009, and we'll be reporting on it in detail in next year's report.

Tatjana May
Chair of the CR Committee

The Shire CR Committee in 2008

A group of senior, committed people from across the business.

1 Bill Ciabrone
SVP, Technical Operations HGT

2 Anne Marie Conway
Senior Director,
Clinical Operations HGT

3 Leonard Fasullo
Senior Director, Global
Environmental Health and Safety

4 Jo Ferdinando
SVP, Global Pharma Sciences
and R&D Project Operations

5 Susan Gavigan
Senior Director, Procurement
Support Services

6 Anita Graham
EVP, Chief Administrative Officer

7 Ken Harris
Senior Director, HR and
Talent Management

8 Theresa Heggie
SVP, HGT Europe

9 Craig Lewis
SVP, Global Business Insights and
Commercial Operations

10 Jessica Mann
SVP, Head of Global
Corporate Communications

11 Ferdinand Massari
VP, Global Head of Clinical
and Medical Affairs

12 Tatjana May
General Counsel, Company Secretary
and EVP, Global Legal Affairs

13 Claude Perron
VP, General Manager, Commercial
Specialty Pharma International

14 David Reese
VP, Corporate Facilities/
Real Estate Management

15 Caroline West
SVP, Chief Compliance & Risk Officer

We would also like to thank those
Committee members who have stepped
down this year. Thank you for all your
hard work and contribution.

Wayne Eppinger
VP, Global Procurement Services

Tom Anderson
SVP, ADHD Commercial Lead

John Freeman
Managing Director, Commercial (UK)

Marianne Mortara
HR Director, HGT



Brave new world Capturing the unique character of Shire.



Shire's 'Book of Brave'

2008 has been a pivotal year for Shire in many ways. A new CEO, a new phase in the Company's strategy, and a new clarity about how the business is organized and what it aims to achieve. It's not surprising, then, that it was also a good time for us to review the Shire mission, purpose, and corporate brand.

The corporate brand project had actually started several months before, in 2007. It quickly became obvious that this was a key piece of work that didn't just fit in with all the other reviews going on at the same time, but had the potential to draw them all together in a compelling re-statement of what Shire is, and aspires to be.

The internal project team included representatives from both Specialty Pharmaceuticals and Human Genetic Therapies, as well as people from Leadership Development, Human Resources, and Communications. Their first task was to appoint a branding agency, and work then started with a series of interviews with people across the whole Company. The agency needed to understand the special Shire culture, before they could begin to draw out a new expression for that culture that would resonate with people working on different continents, and in very different roles.

As Jessica Mann, SVP of Global Corporate Communications, says, "The agency came back with a number of possibilities, which we whittled down to three, and then to one, which was then presented to each member of the Leadership Team in turn. It was important that every member of the team was given the opportunity to give their feedback and buy-in to the concept we were developing." The final idea was simple, but extremely powerful: 'to be as brave as the people we help'. It focused quite deliberately on the patients and carers who rely on Shire's treatments, many of whom are dealing with life-threatening diseases, or conditions that can disrupt an entire family. Even more important—it expressed the way that Shire people behave every day. As Jessica remembers, "I'm not sure if any of us knew exactly what we were expecting, but I do know that every time someone saw 'Brave' there was an immediate and positive reaction, and a very emotional commitment to everything that lies behind it. All the values that make us what we are can be summed up in that one word—whether that's taking the right risks, going the extra mile for patients, or having the courage to do things differently."



Left: Macey Owens recording the 'Brave' film
Below: Simon Ibell



The next stage was to develop a plan to roll the idea out throughout the Company. This needed care, and it was important that our employees saw it as part of the wider work going on to review and renew the Company's mission and purpose.

The first stage of the launch took place at a strategy workshop in September, where the top 100 people in the Company were taken through the thinking behind Brave, and presented with 'The Book of Brave', which captures the essence of the idea, and has since been distributed to every employee throughout the Company.

Book, film, and broadcast

But the book wasn't the only tool at the team's disposal. In fact, the Communications department decided to be brave in their own way, and use the power of stories to convey what Brave means to Shire, and make it come alive. This started at the strategy workshop, where a special room was set aside for people to record their own 'brave stories' on film—real-life examples of how a courageous approach has helped to make Shire more successful, more ambitious, or more effective at caring for patients.

An edited film of these stories was an integral part of the employee-wide launch of Brave, and it's caught on so well that cameras are being sent round all Shire's main sites, to give everyone the opportunity to add their own experiences. Many of these are now available to watch on our own video site 'ShireTube', part of the Shire intranet.

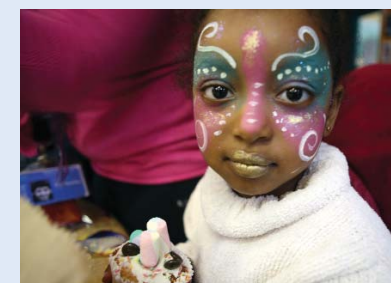
As Jessica Mann says, "I've been very moved by how committed people are to Brave. Wherever I go in Shire there's always someone who wants to talk to me about it, or tell me their own story. Brave really does capture everything this Company has always been about—and what makes working here so rewarding."

No better example: Simon Ibell

We've talked a number of times in this report about the close relationships HGT has with some of its patients in the US, and Simon Ibell is certainly one of them. Simon suffers from Hunter syndrome, and was involved in the clinical trials for ELAPRASE® (idursulfase). Simon is 31, and he believes that taking ELAPRASE has changed his life. He's now a passionate campaigner for others affected by the disease. He's played an active role in the Canadian patient organization, and now travels across North America helping to raise awareness of the disease, and encouraging children who have Hunters to lead lives as full as his own.

In October 2008 Simon was in Boston, and took the time to come and talk to employees at HGT. It was a moving occasion for everyone who came, and a chance to see what an impact an orphan drug like ELAPRASE can have on those who have no other treatment options. So when we talk about being 'as brave as the people we help', it's inspirational individuals like Simon Ibell that we have in mind.

2008 News in brief.



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A round-up of what's been happening around Shire.

Engaging with our employees: Shire@Work

In the summer of 2008 we started a new program called 'Shire@Work'. The idea is to engage more actively with our own people, and this started with a Company-wide survey, conducted by Gallup.

The survey measures employee 'engagement', which has a proven correlation with business success.

Over 80% of Shire employees completed the survey, and we scored 3.78, against a maximum of 5. This is slightly below the overall norm, but slightly above average for our sector. However, only 33% of our employees said they felt fully engaged, against a typical score of 45%. There's clearly more we could be doing, and we're now focusing on areas of obvious weakness like 'recognition' and 'communication'. On the other hand, we scored well on 'passion and commitment', and most of our people are clear about what's expected of them at work.

We've already started to build new measures into our balanced scorecard for 2009, taking all this feedback into account.

Clinical trials: addressing safety concerns in India

In August 2008 an article appeared in The Times of India stating that 49 babies and young children had died during clinical tests at the All India Institute of Medical Sciences. The deaths occurred over a two-year period, during 42 different trials covering over 4,000 patients. One of the drugs involved was a new treatment for Gaucher's disease currently being developed by HGT. This is being tested not just in India, but also in Russia, the USA and the UK.

When the reporter had initially approached us about the story, we handled his requests openly and transparently, and made it clear that there were no babies or infants in our trials. Likewise none of these deaths involved our product, and there have been no deaths elsewhere either. The style of the article that eventually appeared was quite sensational, but our statement did get reproduced in the piece, so readers were able to get a more balanced perspective.

Entering new markets: vetting our distributors

Shire's worldwide presence has grown considerably in the last year, and we now sell our products to over 40 countries, and have a physical presence in more than 20. Before entering into partnership with a distributor Shire conducts a comprehensive diligence exercise. This involves a co-ordinated exercise with inputs from many of the functional areas throughout the business ranging from legal and finance to regulatory and commercial operations. The objective is to ensure that the potential partner conducts its business to a standard that is acceptable to Shire.

In addition there are two crucial agreements that form part of every distributor contract. One is a 'safety data exchange' agreement, which covers all aspects of pharmacovigilance, and the other deals with technical issues. Between them these two documents will cover every aspect of how the product will be managed and sold by the distributor.

One year on: working with Kids Company

In last year's report we talked about the research project we would be sponsoring with the Kids Company charity. The aim was to examine how domestic trauma can lead to aggression or introversion in young children, and how the counselling and therapies offered by Kids Company can help. The research was published in July, and the results were very positive. Writing in the forward, Professor Graham Towl, Chief Psychologist for the UK Prisons and Probation Service, focused in particular on improvements in concentration, communication, and self-esteem, and reductions in classroom disruption, while the young people themselves talked about feeling happier and more confident.

We also donated £121,000 to Kids Company in September 2007. Most of it went to help fund seven key professionals working with the children, and some of the results have been outstanding. It's a charity that can make a real difference to young people.

Integrating Jerini

Shire announced in July that it proposed to acquire the German biotechnology company, Jerini AG. The acquisition had the unanimous support of Jerini's Supervisory and Management Boards. Following the completion of the takeover offer, Shire now owns approximately 99% of Jerini's shares. Jerini's lead product is FIRAZYR® (icatabant) which is indicated for the treatment of hereditary angioedema (HAE), a debilitating and potentially life-threatening genetic disease characterized by unpredictable recurring swelling attacks in the hands, feet, face, larynx, and abdomen.

In October the Jerini Management team presented a strategic review of non-FIRAZYR assets to the Jerini Supervisory Board and the recommendation to divest these assets was approved. Divestment of pre-clinical programs (excluding the bradykinin 2 receptor antagonist program), Jerini Ophthalmic, Inc., and JPT Peptide Technologies GmbH is underway.

As with any acquisition of this kind, we've been careful to consider the impact of the move on Jerini's employees, and on the wider Berlin community. We've posted regular updates on the Jerini intranet, and held all-employee meetings, as well as a series of discussions with individuals about how their working arrangements might change.

2008 News in brief.



A more diverse supply chain...

In 2006 Shire implemented a supplier diversity program in the US with the mission to develop diversified partnerships to create value for Shire and our suppliers. Our supplier diversity program demonstrates Shire's commitment to actively seek and provide sourcing opportunities for under-represented businesses within diverse categories such as, small, woman-owned, minority (ethnicity based), veteran and disadvantaged groups. Shire's spend with diverse businesses has increased from \$109 million in 2006 to \$143 million in 2008. The program is monitored by the US government and Shire has received an 'Acceptable' rating for our first audit, on our 2007 results.

One example of a diverse business partnership is our sourcing of production safety products from Arbill Industries, which is a small, woman-owned business. Arbill's product catalogue is directly linked into our ordering system which has proved to be an efficient, convenient and cost-saving partnership for Shire as well as generating over half a million dollars in sales for Arbill.

...and another round of supplier conferences

We held our first supplier conferences in the US and UK in 2006. The second US conference was held in Philadelphia in October 2008, and the next UK one will be in 2009. We also expanded the size of the meeting, with 94 companies and nearly 200 attendees this time, compared to 130 before.

The day was held under the banner of 'The Next Generation', and included an introduction of our Brave brand, and an update on Shire's corporate strategy, as well as sessions on our products, the supplier diversity program, and SAVE.

As in 2006 the feedback from the day was excellent, with general praise for the degree of openness evident in all the different presentations, and many suppliers saying that they felt they had a genuine partnership with the business. 83% of attendees were satisfied with their relationship with Shire, and 67% said that this had improved in the last two years.

Supporting science education

In last year's report we talked about our five-year education partnership with the Royal Society of Chemistry. We're investing £50,000 a year in a scheme to encourage the great scientists of tomorrow, and interest some of the UK's brightest young people in a career in science. Our support is funding a prize open to the best A-level chemistry students in the UK. Each year those who score really outstanding marks are invited to submit an essay for the prize, answering the question 'Why is chemistry important to your career?'

The first set of winners flew to the US in December 2008 for a three-night trip to Boston. They got to tour the Shire HGT plant, visit Harvard and MIT, and hear at first-hand how they could turn a chemistry degree into a high-flying career in the pharmaceutical industry.

Working with patient groups

As Angus Russell says in his introduction, we may now be seeing a transition to a more personalized approach to medicine. This will mean pharmaceutical companies working much more closely with physicians, patients, and advocacy groups. But this is a sensitive and highly-regulated area, and one where it's important that contacts are handled appropriately, and with care.

Both Specialty Pharmaceuticals and HGT have regular and sometimes close contacts with charities and patient groups dedicated to the conditions we treat. In HGT, in particular, many of the patients we help are children, and parents are often passionate campaigners for better treatment and more research. The grant support we give can help this work, and promote a better understanding of the impact of these diseases on families.

There's a fine balance to be achieved here, and everything we do in this area is monitored and approved by our legal department, and complies with our own codes on ethical business practice.

United we stand

Shire employees in North America take part every year in The United Way, a network of nearly 1,300 charitable organizations that work to improve their local communities.

Our employees take part through volunteering, payroll giving, and fundraising events, and in 2008 our sites in Canada contributed nearly CAN\$71,000—significantly above our target of CAN\$60,000. That would be good news at any time, but all the more so when so many families are facing financial uncertainties and struggling to make ends meet.

Customer engagement Steady progress.

In the 2007 report we talked about the work we were doing to improve our customer care, in the wake of the DAYTRANA® (methylphenidate transdermal system) voluntary withdrawal that happened in September that year which was prompted by difficulties some people experience when trying to remove the release liner on the DAYTRANA patch. We talked about what we had learned from that experience, what we were planning to do about it, and the survey we planned to carry out in the first quarter of 2008. We talked to over 40 senior people across Shire as part of this, as well as a broad sample of customers from outside the business, and the result is a series of four separate but connected programs, each designed to improve a specific aspect of the way we manage our relationships with customers. Some of these are already underway, while others will get going later in 2009.

One of the most important things we learned during the DAYTRANA withdrawal was the importance of involving customers as early as possible and that, had we done so, we might have spotted this problem sooner.

Up close and personal

The second project focuses on how we deal directly with our customers, from doctors and healthcare professionals, to patients and their families. The team involved includes commercial and sales people from across Shire, and the aim is to move from 'customer service' to 'customer engagement'. This is all about showing passion and commitment, and inspiring loyalty and advocacy. There are already a number of outstanding examples of this in the HGT business, which has always had a closer relationship with its physicians and patients, due to the rarity of the conditions it treats. We're keen to share some of that learning and adapt it for the Specialty Pharmaceuticals business model.

A number of specific activities are already planned or underway, including a review of our call centers, and improvements to the way we approach patient groups and key opinion-formers. But even the best processes can only achieve so much. As Craig Lewis, SVP GBICO, says, "We need to change the way people think, before we change the infrastructure. We want everyone in Shire to understand that every single contact with a customer is an opportunity to engage with them. And we have the good luck to be doing



"We want everyone in Shire to understand that every single contact with a customer is an opportunity to engage with them."



Left: ADHD physician Dr Terry Dickinson from Traverse City Michigan
Below: FOSRENOL® (lanthanum carbonate) patient Shirley Pinckney
Bottom: Dr Edward Neilan from the Boston Children's Hospital with Kyle Plunkett who suffers from Hunter syndrome



this at a very opportune time—our new purpose statement talks about enabling people with life-altering conditions to lead better lives. The way we engage with customers is an absolutely key part of how we do that."

A new sales model

If the customer engagement work has more relevance for Specialty Pharmaceuticals, this particular strand focuses more closely on HGT. In the past, before the Shire acquisition, HGT had a very narrow portfolio of drugs, which allowed it to target its sales efforts extremely effectively on a small number of specialist centers in each of its markets. But as the HGT portfolio grows that becomes harder, and we want to ensure that we preserve all the advantages of the existing HGT model, while evolving a new one that can cope with a larger number of treatments, and a growing number of markets across the world. We need to make it easier for patients to access our drugs, and easier for specialists to do business with us, wherever they are. If we can get this right it will be a source of real competitive advantage for Shire going forwards.

Paying heed

The fourth and final part of the program focuses on the people who ultimately pay for our drugs. This is always a complex field, as the regimes can vary radically from jurisdiction to jurisdiction, with particularly dramatic differences between the US and other countries. We're devising a number of new strategies for engaging with healthcare authorities more productively, which will include sharpening up our own processes.

For example, we need to be a lot more efficient at collecting the information we need to prove that our drugs are not only effective, but cost-effective. Governments are getting more and more rigorous about what they're willing to buy, and how much they're prepared to pay for it. That puts even more pressure on us to back up the claims we make with hard data.

So overall the story on customer care this year is steady progress, with much more to do. As Craig Lewis says, "2009 is going to be a busy year".

Ethical marketing Raising awareness of ADHD in Europe.



Left: Dr Lopez MD and Macey Owens who suffers from ADHD
Below: Action on Addiction receiving £15,000 cheque at ADHD awareness event in Basingstoke



“We want to make it easier for the voices of experts to be heard, so that physicians will be better placed to make the right decisions for their patients, and the debate can be based on fact not fiction.”

One of our long-term aims is to launch our portfolio of ADHD treatments in Europe. This is potentially a very significant market for us, and one where the causes and consequences of ADHD for patients and families are still not fully appreciated.

Europe is currently a smaller market for ADHD than the US. There are a number of reasons for this, some of them cultural, and some of them historical. The condition tends to be misunderstood, and erratically diagnosed in Europe, which has made some governments reluctant to pay for drugs. And even where awareness is much higher, there's a much greater resistance to using medication than there is in the US, which leads to a strong preference for behavioural treatments.

While Cognitive Behavioural Therapy ('CBT') and other similar techniques are an important component of any comprehensive approach to dealing with ADHD, the medical community believes that there's an equally important role for medication, and many patients, both children and adults, could benefit from using the right drugs, prescribed in the right way. But the very fact that ADHD is generally—if mistakenly—viewed as a problem that only affects children, complicates any attempt to engage

in an objective debate. Media coverage in the UK has been particularly emotive, with headlines like 'The great ADHD myth' or 'Drugs for ADHD' 'not the answer', and claims that '400,000 British children are taking hyperactivity drugs'.

The US may now be much more aware about the potential advantages of using medication to manage ADHD, but this wasn't always the case. We were at the forefront of the development of the ADHD market in the US, and had to engage in a very similar debate there in the early years. We've learned a great deal from that experience and we are applying that learning in the planning we're currently doing for our ADHD treatments in Europe. But whether in the US or now in Europe, our aim is always to focus on the science, and not on the myths.

We want to make it easier for the voices of experts to be heard, so that physicians will be better placed to make the right decisions for their patients, and the debate can be based on fact not fiction. For example, skeptics in Europe say that perceived ADHD symptoms either relate to normal childhood naughtiness, or are the consequence of poor parenting. In fact the diagnostic process for ADHD is rigorous. Clinicians use guidelines and diagnostic tools to aid them.

A final diagnosis will usually only be made if the child demonstrates symptoms of ADHD over a chronic period and in multiple settings.

A more balanced debate

Most of our work to raise awareness of the facts about ADHD is being done with patient advocacy groups and physicians, rather than as a collaborative effort with other pharma companies. But working with patient groups is a sensitive area, and one where there are—quite properly—constraints on how this can be done. There are a number of different national codes of conduct in Europe, and Shire also has its own internal rules governing any activity that could be regarded as 'promotions', which are getting tighter all the time.

But there are still many positive things we can do. For example we've funded the production of a questionnaire about the effect of ADHD on children and their carers, which has been taken up by patient groups across Europe, who are encouraging families to complete it. Information like this can be an incredibly helpful input to the wider debate, and demonstrate to both the public and skeptics alike that ADHD is real, and its impact on families can be devastating. We're also working with charities like Kids Company and Action on Addiction,

who deal with the consequences of ADHD every day.

At the other end of the scale we're also working with specialist physicians, including the European Network of Hyperkinetic Disorders (EUNETHYDIS). This is a group of child psychiatrists, psychologists, and pediatricians who are working together to come up with a model for best practice in the diagnosis and treatment of ADHD. We've supported a Continuing Medical Education meeting for them in Germany, as well as an international conference on Understanding ADHD. Shire has been actively reviewing draft guidelines for treatment of ADHD in Europe and will provide comments to the European Medicines Agency (EMA).

It's important that we get the European launch of our ADHD treatments right—not just for commercial and strategic reasons, but because we have the opportunity to raise the level of awareness to help ensure that patients benefit from diagnosis and treatment of their ADHD. As Lynda Lynch, Shire's Director of International Marketing for ADHD, says, "It's not just about doing the right thing, but also a chance to be a true advocate, at the forefront of helping patients."

The ADHD awareness day at Basingstoke

Throughout the year we run events for our own employees in both the US and the UK, focusing on the different conditions we treat, and helping them gain a better understanding of what they mean to the patients and families affected by them.

In September 2008 we ran an ADHD Awareness Day at our UK headquarters in Basingstoke. ADHD affects around 5% of the population, and many of our own staff have had direct experience of the impact it can have on families. According to a 2006 survey by the UK National Attention Deficit Disorder Information and Support Service, some 65% of parents who have a child with ADHD have either divorced or gone through marital problems, 19% of children with the condition have been in trouble with the police, and 11% have been permanently excluded from school.

The ADHD Awareness Day included presentations from specialists on the facts and myths surrounding ADHD, and about what Shire is doing to encourage wider screening for the condition and support families who are dealing with it. We were also joined by a former headteacher who is an expert on children with special needs, and the mother of a boy with ADHD, who told us how much her son Matthew has improved, both at home and at school, since he's been on medication.

The environment A second year of SAVE.



This time last year we'd just launched 'SAVE'—Shire's Actions and Values for the Environment. This brings together all the work we're doing to improve our environmental performance, and make Shire a greener place to work. The latter point is particularly important, because SAVE is run by teams of employees across the business: it taps into their ideas, and harnesses their energy and enthusiasm to make real change happen.

The SAVE program is focused on the five most important areas for a business like Shire: product development, transport, buildings, recycling, and procurement. We had already started work on all five last year, and there's now a lot more to report.

The obvious place to start is with our own products, and there are two key objectives here. The first is to minimize what we lose during the production process. The financial gains here are as important as the environmental ones, because a more efficient process not only allows us to produce more from the same raw materials, but also avoids paying the high costs of disposal for pharmaceutical waste as well as fulfilling our responsibility to the environment. We're also working to reduce the amount of packaging we use, and

using materials that have already been recycled, and can be again.

Like any company in our sector we employ a large number of sales reps, which makes greener and more efficient vehicles a high priority for us. In the last year the sales force has really seized the initiative here, with many of them not only opting for hybrid cars but also joining their local SAVE committees, and getting together as sales teams to brainstorm new ideas.

We've got some big construction projects taking place, one of them is the extension and refurbishment work currently underway at our UK site in Basingstoke. This will triple our floor space on the site, which makes it an excellent test case for a radically new approach to the way we manage our buildings. We're installing energy-efficient lighting and sealed windows to prevent heat loss, as well as employing the latest thinking on office layout to make the most of natural light, and allow heated or cooled air to circulate efficiently through the building. We're also maximizing our use of recycled materials, in everything from the construction process to the furniture and carpets.

Recycling is just as important in the day-to-day management of our sites, as it is



Left: Construction and refurbishment work at our UK site in Basingstoke
Below: The Shire SAVE committee in Chesterbrook, Philadelphia



The SAVE program is focused on the five most important areas for a business like Shire: product development, transport, buildings, recycling, and procurement.

in new construction schemes. The SAVE team at each building is championing recycling with their own colleagues, and alongside these efforts we now have a team of consultants analysing exactly what waste we're producing, and how best to recycle or reduce it. This will cut the amount we send to landfill, which is becoming a real cost to the business. The project started at the Chesterbrook complex in Philadelphia, and will now cover the rest of our US locations before moving on to the UK in early 2009.

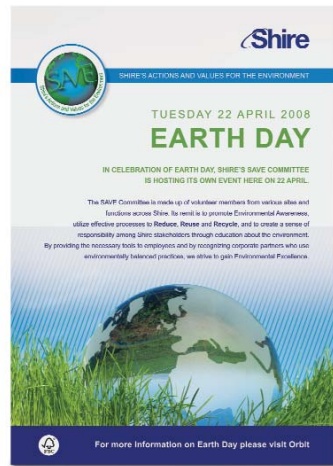
Recycling is also a key concern when it comes to procurement, though here we're focusing on what we buy, rather than on how we dispose of it. We produce a lot of printed material in a year, whether that's for our marketing materials, in-pack leaflets, or in-house publications. We're now actively seeking out suppliers who can offer recycled paper and greener inks. Likewise we're also extending our definition of Shire's carbon footprint to include our supply chain. During the course of 2008 we sent out self-assessment surveys to all our major suppliers, so that we can start to measure their emissions, and encourage them to improve their performance, partly by making our own environmental consultants available to help them. This is one reason why we chose the environment as the theme

for this year's US supplier conference (there's more on this on page 12).

Thanks to the work we've done in the last year we now have a much clearer idea of Shire's own carbon footprint, and have set ourselves the task of reducing it by 10% by the end of 2009. A new real-time system for assessing exactly how much energy we're using at each site will be a major step forward here. As soon as we have a reliable measure of our whole supply chain we'll include that wider footprint in our targets, and we hope that will be possible some time next year.

As Leonard Fasullo, Global Head of Environmental, Health and Safety, says, "All in all, we're pleased with what we've achieved with SAVE in 2008, but perhaps the most satisfying aspect of the whole program is the commitment it's inspired in our own people. There's a real groundswell of change, and you can see that in the number of people who've logged onto the SAVE website to see what they can do, for example, to have a greener Christmas, or what green resolution they could make for 2009. As for Shire's environmental objectives for next year, they're pretty clear: more of the same—but better, broader, and braver."

Shire in the community Another busy year.



Earth Day

Last year we took part in Earth Day for the first time. Although it originated in the US—and led directly to the creation of the US Environmental Protection Agency—Earth Day is now a worldwide event involving 17,000 organizations in 174 countries. In 2008 over a billion people took part in conservation projects, and events to raise awareness of the environment and climate change.

Shire's Earth Day is always one of the highlights of the SAVE program, which we talk about in more detail on page 18. In 2008 the day involved employees from across the world, from Boston to Dublin, and Madrid to Mexico. There were all sorts of different activities at each office, but there was a strong emphasis on encouraging people to do their bit to tackle climate change, with plenty of practical tips about ways to make a difference, however small. The day ended with the planting of trees at our Basingstoke, Philadelphia and Massachusetts offices.

Project Playground

This is a new project for Shire in which we're working with Ty Pennington, the host of the Extreme Makeover: Home Editions TV show on ABC in the US. We've worked with Ty a number of times before—he has ADHD and has been committed to raising awareness of the effect the condition can have on both children and adults.

This particular project centers on an elementary school in Harlem, New York. There are 600 children at the school, but they had nowhere to play. We worked with Ty to design and build a stunning new playground, including a running track, a jungle gym, a baseball area, and a basketball court. In fact both the design and build were directly influenced by the students themselves—we ran one day at the school to canvas their ideas, and another where the children and people from the local neighbourhood helped us put the finishing touches on what is now an amazing new facility for the whole community.

As Ty says, "So many of my childhood memories are about having fun with friends on the playground at recess and after school, and playing sports, too. I know that kids, especially those who have ADHD, need to stay active, and Project Playground will leave these



Left: Tree planting on Earth Day
Above: LIALDA/MEZAVANT® (mesalamine) internal poster campaign



Shire took part in hundreds of different community activities in 2008, ranging from individual employee fundraising and volunteering, to bigger projects like Project Playground.

students with an awesome place where they can use their energy and channel their abilities in school and after school."

Action on Addiction

In 2008 Shire donated £15,000 to the M-PACT program being run by the charity Action on Addiction. The name stands for 'Moving Parents and Children Together', and it aims to bring together families who've been affected by substance abuse, so they can help and support one another. They meet with skilled facilitators once a week over a period of two months, and work together to find ways to reduce the impact of addiction on their own families.

M-PACT is a pilot project at the moment, but the aim is to roll it out to parents and children across the UK. Shire's support will help Action on Addiction to evaluate the program and train more professionals to deliver the program in their own areas. With over 1.5 million children in the UK struggling to deal with substance abuse at home, this is an immensely valuable initiative, which could potentially make a real difference.

On the road with LIALDA

Ulcerative colitis (UC) is not a very well-known disease, and only those who suffer from it know how debilitating it can be to run your life around the need to go to the toilet. There are over 700,000 people in the US who suffer from this illness, but only 250,000 are taking advantage of drugs like LIALDA, which could make all the difference to their symptoms.

During 2008 we set up 'On the road again', an interactive program to educate people about UC, and what people can do to help themselves. Physicians were contacted in advance, so that they could encourage their patients to attend, and the first sessions were run in community centers in Miami, Houston, Atlanta, Chicago, Philadelphia, and Minneapolis. We've never run anything quite like this before, but every single person who attended said that they had gained something positive from the experience. We're very proud of that.

Shire in the community Another busy year.

More of our employees took part in community activities this year than ever before.

Kids at work

'Take your Child to Work Day' is another annual event that we've been running for several years now. All across the US, Shire employees are encouraged to bring their children to the office to give them a taste of working life, and find out about the sort of career opportunities open to them in a company like Shire. An event like this also sends an important message about Shire's commitment to a healthy balance between family life and the workplace.

We're also supporting the next generation through our support of WhizKids, a Massachusetts-based organization that promotes science education in schools through clubs, field trips, science fairs, and mentoring. Like our partnership with the Royal Society of Chemistry in the UK, this is a great way for us to encourage talented young people to consider a career in the pharmaceutical industry.

World Kidney Day

For the first time this year Shire became a main sponsor of World Kidney Day, which takes place every March. The day is run by the International Society of Nephrology and the International Federation of Kidney Foundations. The 2008 event was marked in 66 countries, which hosted a range of different events and programs to raise awareness about kidney health and kidney disease.

There's more information about the day at www.worldkidneyday.org.



Left: A Whizkids science fair in action
Below: Take your Child to Work Day



Raising funds for MPS

21 staff from the HGT office in Massachusetts took part in sponsored walks for the National MPS Society in 2008. MPS stands for Mucopolysaccharidoses, which is a group of genetic diseases including Hunter syndrome, so it's a cause close to the hearts of those who work at HGT.

There were five walks throughout the year, and those who took part were also able to meet many patients and their families. As Susan Oommen, Senior Research Specialist at HGT, says, "I really felt privileged to be a part of the MPS Walk in LA. It makes all the hours I put in in the lab worthwhile."

The charity's website is at www.mpssociety.org.



Around the world in 2008: from Italy...

Shire's operation in Florence supported a local ambulance service run solely by volunteers.

We funded an emergency manual for their crews, which will also be used in first aid and health education sessions with local schoolchildren.

...to Ireland

Shire employees in Dublin chose two new charities to support last year. One was CARE, which works with people with special needs in County Kildare, and the other was the Bubblegum Club. The Club makes a huge difference to the lives of sick children, partly by helping with their medical care, but also by making some of their dreams come true, from going up in a helicopter to meeting their sporting heroes.

CR objectives 2008

Animal testing and Specialty Pharmaceuticals clinical trials/drug safety

Objective	Progress
1 Minimize animal use and ensure high standards of animal care.	<ul style="list-style-type: none"> Shire HGT has formalized an internal justification process for animal use which now includes documentation accompanying each protocol to indicate that use of animal numbers has been carefully considered by both the study sponsor and their respective supervisor. External vendors performing studies on our behalf comply with ethical review and quality animal welfare requirements. Specialty Pharmaceuticals contracted studies: An electronic database of all studies is maintained, and the use of animals is recorded. The records are collated annually and trends evaluated.
2 All Shire sponsored trials are conducted under GXP standards and adhere to the ethical principles of the Declaration of Helsinki.	<ul style="list-style-type: none"> Clinical trial related SOPs are optimized to include corrective and preventative actions from audit observations on an ongoing basis. Audits have been conducted of clinical sites, vendors and processes are in place to assure conformance to GXP standards.
3 Highest standards of safety monitoring and reporting are applied for the protection of the subjects and patients enrolled in clinical studies and patients using marketed products.	<ul style="list-style-type: none"> A modified protocol SOP has been implemented. The Safety Review Teams process is in place. Developing standard data displays for periodic review of integrated data from clinical trials.
4 Patients and subjects are informed about the principles and potential risks of the trials.	<ul style="list-style-type: none"> A modified informed consent SOP has been implemented. Implementation of an improved process for a QC and compliance review.
5 Effective risk management practices during the postmarketing period assess risks to patients and minimize risks utilizing high quality educational and outreach programs aimed at patients and healthcare providers.	<ul style="list-style-type: none"> Risk management planning process integrated into Safety Review Team's tasks. Risk Management Plans, as requested by Health Authorities, have been fully implemented. Integrated ADHD portfolio risk management planning has been fully implemented.
6 A clearly identifiable resource is available to manage all medical, pharmaceutical and technical enquiries about Shire products to support their safe and effective use in treating patients.	<ul style="list-style-type: none"> A competency-based training program for call center personnel implemented.
7 Assure public access to clinical trial enrollment information and to results of completed clinical studies.	<ul style="list-style-type: none"> New SOPs with policy around phase 1 trials have been implemented. These include outlining the process for review and registering clinical trials on www.clinicaltrials.gov, and posting clinical trial results to the Shire website.

Community

Objective	Progress
1 Enhance Shire's reputation and image by developing and maintaining a consistent level of sustainable relationships in our community activities where Shire employees live and work, and where Shire has a significant presence.	<ul style="list-style-type: none"> In 2008 Shire was added to the 'Top Charitable Givers' in Massachusetts by the Boston Business Journal and in Philadelphia by the Philadelphia Business Journal.
2 Ensure data on Shire's community investments accurately reflects the Company's widespread activities.	<ul style="list-style-type: none"> Continuous and transparent communication through our dedicated CR website. Published information regarding patient groups that have received support from Shire. Our annual CR Report which is for both our employees, stakeholders and the external audience.
3 Enhance employee awareness about the Company's activities and share best practice.	<ul style="list-style-type: none"> Communication via Company's intranet and internal newsletters. Volunteer fairs planned for 2009.
4 Enhance employees' opportunities to participate in community initiatives.	<ul style="list-style-type: none"> Employee volunteer day established. Payroll giving available to UK employees. Company support of employees' own fundraising activities. Potential to match employee donations on certain activities.
5 Gain employee feedback on effectiveness and relevance of Shire's community activities.	<ul style="list-style-type: none"> Feedback is sourced through employee surveys after a community event or donation. The charity receiving the funding is also surveyed about their experience with Shire.

Workplace

Objective	Progress
1 Manage growth and change.	<ul style="list-style-type: none"> HR Strategic Plans were developed and evaluated in conjunction with the new business strategy. Plans in place.
2 Recruitment and retention.	<ul style="list-style-type: none"> Global and Local Talent Management/Recruiting structure in place. Communication of Shire@Work employee engagement survey. Pilot programs being run now.
3 Focus on leadership and management development for employees.	<ul style="list-style-type: none"> All employees completing objectives and development plan forms. Key roles identified and integrated into succession planning. Management training programs begun. Executive Development (Wharton) and Strategic Partner (Darden) programs in place.

CR objectives 2008

Workplace (continued)

Objective	Progress
4 Respect employees' work/life balance.	<ul style="list-style-type: none"> Working on building work/life focus through wellness programs, healthy lifestyle re-imburements, and on-site fitness facilities. EH&S department generates monthly general management and department reports. Completed Shire@Work all-employee survey this year.
5 Promote workforce diversity.	<ul style="list-style-type: none"> Equal Employment Opportunity (EEO) reporting and Affirmative Action Plan in the US. Set and accomplished Diversity target in Specialty Pharmaceutical.

Environment, health and safety

Objective	Progress
1 Create a plan to achieve world class environmental identity for Shire that clearly illustrates Shire's policies and performance on climate change initiatives/energy conservation, environmental stewardship, and targeted reduction goals. In 2008 establish and implement programs in two out of five key focus areas.	<ul style="list-style-type: none"> SAVE website launched on intranet to raise environmental awareness and improve communications. Earth Day was celebrated by Shire for the first time. All employees given a reusable shopping bag to reduce waste and raise awareness, and a blue paper recycling bin for their desk. Baseline data gathering to determine greenhouse gas footprint and energy usage was undertaken by Green 2020.
2 As a global team, create an EHS Management System (EHSMS) for Shire which covers all sites and is certifiable under international standards. In 2008 complete plans for a unified global EHSMS and develop platform/governance documents.	<ul style="list-style-type: none"> Global EHSMS team established. Plan for a Global EHSMS defined and a model for implementation developed. Work is on-going with full roll-out anticipated by the second half of 2009.
3 Provide and ensure a safe, compliant and healthy work environment for Shire employees.	<ul style="list-style-type: none"> Ergonomic Team formed, and ergonomic program development begun. Ergonomic web-based package sourced, to be implemented during 2009.
4 Sustain, with the support of HR-Benefits, a Global Health/Wellness program that utilizes existing offerings and adds supplemental programs to strengthen.	<ul style="list-style-type: none"> Health seminars held in all major Shire sites during 2008. Reports issued and tracking records sustained. Plans in place for 2009 health seminars to be ongoing and to be extended to include environment and safety aspects for 2010.

Marketplace

Objective	Progress
1 Support patient and healthcare provider education in key disease areas in accordance with local country or practice codes.	<ul style="list-style-type: none"> Shire complies with all local country laws and practice codes. Continued to promote awareness of our key products and disease areas to physicians, patients and caregivers via websites, symposia and educational literature. Provided financial support to patient organizations and healthcare professionals. (See our website for a list of patient organizations supported.)
2 Provide medications on a compassionate basis to those who cannot afford them, where the country, practice or availability allows it.	<ul style="list-style-type: none"> Continued to operate an indigent patient prescription program for those qualifying, based on criteria of need.
3 Ensure marketing and selling practices are ethical and in line with local country regulatory guidelines.	<ul style="list-style-type: none"> Complied with country's appropriate laws and marketing code and where appropriate made policy and process improvements. Delivered training and support materials to employees and third-party vendors and agents.

Procurement

Objective	Progress
1 Encourage suppliers to embrace CR standards similar to our own and work with them to share best practice and help them improve if appropriate.	<ul style="list-style-type: none"> 29 supplier CR audits completed. All new suppliers added have to complete CR self assessment. CR supplier self assessment RFP example, CapGemini. 12% of current suppliers registered—this objective has carried over into 2009 objectives. Since December 2007 over 1,200 new vendors have been added utilizing the vendor management database and capture CR information. US Supplier Conference event occurred October 10, 2008 in Philadelphia, PA. Supplier Performance and Excellence Program introduced to key suppliers at US Supplier Conference in October and program launched in November 2008.
2 Establish Supplier Diversity Program and encourage small, minority and woman-owned businesses to work with Shire.	<ul style="list-style-type: none"> Supplier Diversity Program educational sessions presented to Human Genetic Therapies (HGT) Materials Management and Global Procurement Services (GPS) teams in May 2008. 14 GPS colleagues participated in ten outreach events. Achieved \$106.9 million diversity (represents 9 months. \$143 million represents 12 months) spend—6.5% below target.

CR data bank 2008

Environmental status 2008

Energy consumption (kWh 000's)	109,083 ^a
Transport (km 000's)	see notes
CO ₂ equivalent emissions (kg 000's)	53,157 ^b
Solid waste (metric tonnes)	708 ^c
Water usage (m ³ 000's)	169 ^d
Effluent discharge (m ³ 000's)	68 ^e
VOCs (tons/yr)	> ^f

Environmental status notes:

Transport has not been assessed in km as the key measurement should be the CO₂ equivalent. This recognizes that some forms of transport, such as rail, are more efficient and encourages their use.

a Energy consumption is higher due to growth of Shire and increased manufacturing activities. This will be a focus area for 2009, including investigation into the use of green energy.

b CO₂ equivalent emissions relate to energy and transport only. Although energy consumption has been reduced, increasing product sales have led to an increase in transport portion. This will be a focus area for 2009.

c Solid waste, which includes paper and plastics. Due to current data collection methods, not all solid waste is included from some office locations. This is being addressed.

d Water usage increased in 2008 due to increased manufacturing. The total figure is based on approximation and will be at the high end. In many cases, water in office buildings is not metered. This has been identified as another focus area for 2009, to enable accurate measurement.

e Effluent discharge has remained the same. This has been identified as another focus area for 2009, to enable accurate measurement at all manufacturing sites.

f (figures to be calculated, but will be below minimum).

Employee information

Total number of employees	3,769
Male/Female split	Male 52%/Female 48%
% of employees above Director level and the Male/Female split	Total number 513—Male 68% (349)/Female 32% (164)
Number of Board members and the Male/Female split	10—Male 9/Female 1
Number of Leadership Team members and the Male/Female split	8—Male 4/Female 4
Environmental Health and Safety incidents globally	Please see additional table below
Charitable contributions for 2008	\$1.5 million
Give As You Earn (GAYE) (UK only)	37 employees
Patient Group Funding info	For a full list of Patient Group Support for 2008 please visit www.shirecr.com

Shire@Work Survey

Number of questions asked	12
Response rate	83%
Score	3.78 on a scale of 1 to 5 (5 means most engaged)
Plans for 2009	Action items built into the 2009 Balanced Scorecard

EHS performance globally	Q1	Q2	Q3	Q4	Total
Number of total reportable occupational injuries or illnesses	7	9	11	3	30
Number of lost time injury/illness cases	1	1	5	1	8
Number of fatalities	0	0	0	0	0
Number of EHS enforcement notices served	0	0	0	0	0

Awards Recognition for Shire and its people.

Top rankings

The leading pharmaceutical industry trade publication MedAdNews ranked Shire as the second most admired specialty pharmaceuticals company in the industry, while Management Today named us in the top ten health and household companies in the 'Britain's Most Admired Companies' survey. Shire was also named one of the Top 20 companies to work for in the UK by Pharmaceutical Field magazine.

Gold standard

Shire achieved 'Gold' status for the first time in the UK Business in the Community CR index. This assesses the extent to which CR is integrated into business practice throughout the whole organization.

Marketing successes

ELAPRASE won European Marketing Campaign of the Year at the Pharmaceutical Marketing Effectiveness Awards for its 'Replacing More Than an Enzyme' campaign. The International Specialty Pharmaceuticals marketing team won European Marketing Company of the Year at the 2008 European PharmaTimes Marketeer of the Year Awards. REMINYL XL™ (galantamine hydrobromide) (UK and Republic of Ireland) won the Hospital Direct Mail category of the 2008 UK Pharmaceutical Marketing Awards.

Some of Shire's 'Women of Distinction'

Charlotte Sibley, Shire's SVP of Leadership Development was named one of the Philadelphia Business Journal's Women of Distinction for 2008, and 'Woman of the Year' by the Healthcare Businesswomen's Association. Marlene Edmonds, Product Marketing Director for VYVANSE® (lisdexamfetamine dimesylate), was named one of the Top 25 Direct-to-Consumer Marketers of the Year by DTC Perspectives Magazine, the leading US publication for consumer marketers in the pharmaceutical industry, and Sylvie Grégoire, President of HGT, was identified as one of Massachusetts' 'Women to Watch' by Mass High Tech, a leading technology publication.

Recognition for Shire's charitable donations in the Boston area...

Shire was one of the top charitable contributors in Massachusetts in 2008, according to the Boston Business Journal.

...as well as its positive economic impact

Shire won a gold level award from the Massachusetts Alliance for Economic Development, in recognition of our positive contribution to the local economy.

Prizes in Pennsylvania

Shire was named one of the fastest growing companies in the greater Philadelphia region for the fourth consecutive year in the Deloitte's Technology Fast 50 Awards. We were also ranked in the top 25 foreign-owned businesses in the Greater Philadelphia region by the World Trade Center of Greater Philadelphia, and number 22 in the Philadelphia Business Journal's list of the top corporate charitable donors in the local area. Matt Emmens was also named 2008 CEO of the Year by the Chester County Chamber of Business & Industry in Pennsylvania.

Accolades in Italy

Shire Italia for the third year running was named one of the 'Great Places to Work' by The Great Place to Work® Institute and featured as one of the 35 best companies to work for in Italy.

'Hot' off the press...

The Philadelphia chapter of the Public Relations Society of America gave us their top award—known as a 'pepperpot'—for our internal communications campaign to launch our new intranet site, ORBIT.

shire.com/cr More information about our objectives and progress, as well as the topics listed below.

Drug safety

- Understanding public concerns
- Developing new drugs
- Animal testing
- Human trials
The regulatory environment
The conduct of trials
- Publishing trial results
- Getting a drug approved
- Putting the right information on the label
- Ongoing monitoring
- Our pipeline

Ethical marketing

- Selling pharmaceuticals
- Sales and marketing at Shire
- Training and coaching
- Supporting medical education

A responsible business

- The Shire CR Committee
Composition
CR objectives and policies
- How we engage with our stakeholders
- Shire's people
Communications
Performance and development
Equality and diversity
Recognizing excellence
- Our environmental performance, and health and safety
Waste, emissions and energy
Safety and well-being at work
- Our supply chain
- Shire's role in the community
Working with charities
Assistance to patients
Involvement in the local community
Employee giving and volunteering
Political donations