

One Novartis  
People & Organization



# Novartis People Commitment

May 2019

Medicinal chemistry  
and industrials

1920 - 1996



1996 - 2009

Diversified  
healthcare  
group

Portfolio  
transformation

2009 - 2017



2018+

**Focused medicines  
company powered  
by data / digital**

# Novartis outlined a clear strategy to achieve focus and drive growth

## 1 Focus the company

- 1 Exit OTC JV ✓
- 2 Spin Alcon ✓
- 3 Transform Sandoz
- 4 Strengthen Integrate Medicine

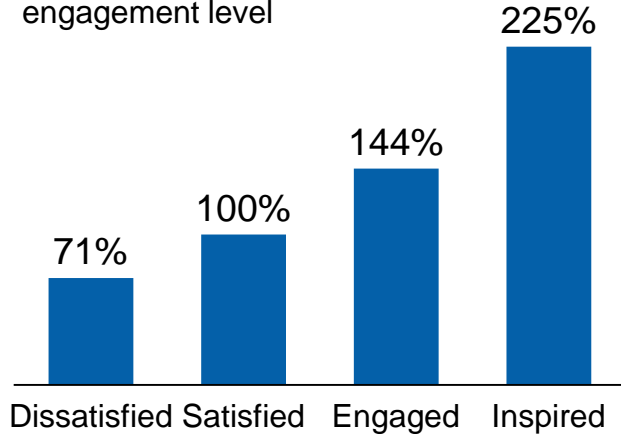
## 2 Pursue 5 priorities to drive growth

- 1 Culture Transformation
- 2 Breakthrough Innovation
- 3 Operational Execution
- 4 Data / Digital Leadership
- 5 Trust & Reputation

# It is our people that unleash the power of Novartis

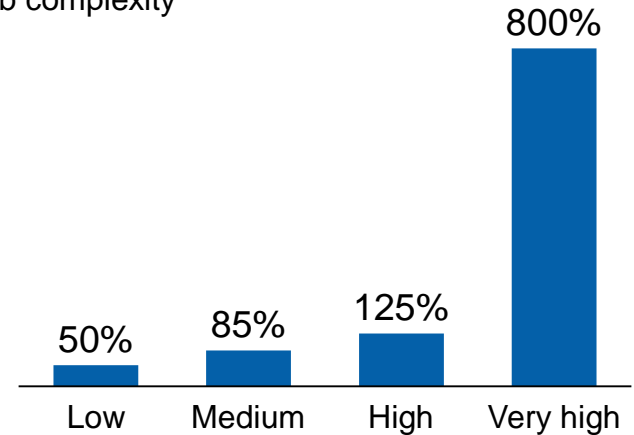
Inspired employees are 2+x more productive than merely satisfied ones<sup>1</sup>

Productivity output by engagement level



High performers up to ~8x more productive than average ones<sup>2</sup>

Productivity gap by job complexity



1. Bain & Company and EIU research 2015 2. Productivity gap between high vs. average performers by job complexity level, McKinsey Nov 2017

A group of diverse people, including men and women of various ethnicities, are shown from the chest up, cheering enthusiastically with their arms raised in the air. They are in a dark environment, possibly at a conference or event, with some individuals wearing white shirts. The overall mood is one of excitement and celebration.

# **Culture:**

**How we do things  
around here.**

**The behavior we  
encourage, tolerate  
and don't accept**



A large, energetic crowd of people at a music festival. In the foreground, many people have their arms raised, some holding water bottles or small toys. A large, white, crumpled inflatable object is suspended in the air above the crowd. In the background, there are stage lights and a large screen. The overall atmosphere is festive and high-energy.

**Inspired**

**Curious**

**Unbossed**

# We empower our People and the Business

HR customers

HR Strategy

Our people

People &  
Culture

- Build an **Inspired, Curious and Unbossed Culture**
- **People Strategy:** a single Novartis Employee Experience differentiated by **My Impact, My Growth, My Leadership**, enabled by easy **People Solutions**

The  
Business

Organization  
& Talent

- Ensure the right **Organization and Capabilities**
- Match **Talent to Value**

# Making it happen: Roadmap to transforming our culture



## Know

I understand our culture aspiration and am inspired to take action



## Apply

I apply this in my day-to-day activity



## Experience

My environment enables me to do my best work

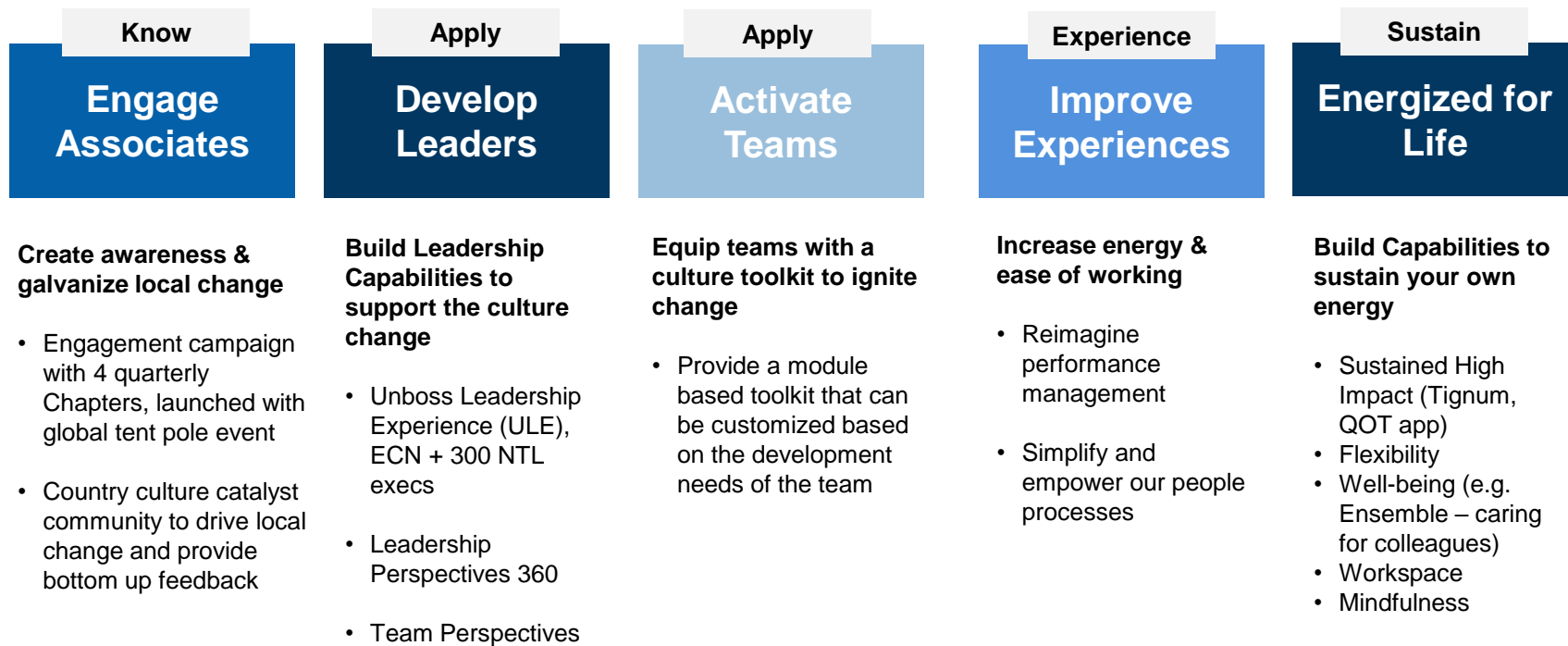


## Sustain

Be best self, every day, everywhere



# 2019 actions to ignite cultural transformation



# Our People Strategy focuses on Employee Experience through “Moments that Matter”



 In line with market/ industry practice and good standards

 Competitively differentiated (next 3 years)

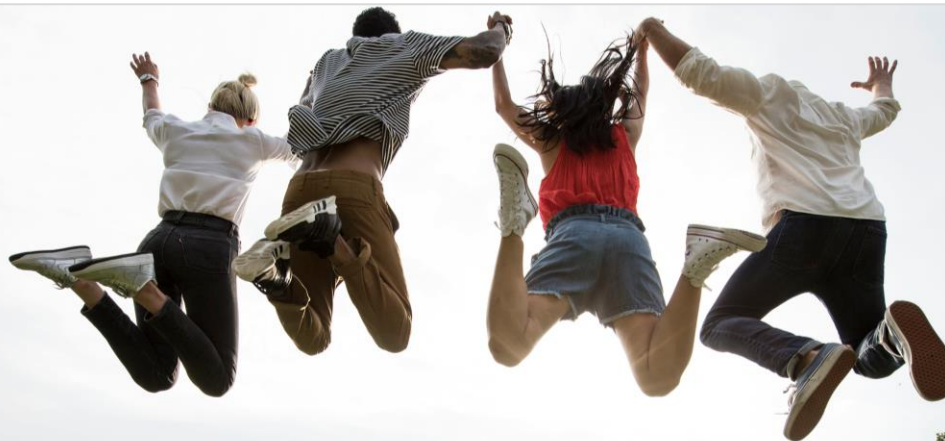


<sup>1</sup> On team, business and society



**Thank you!**

Energized for Life



# Energized for Life

**A key driver of the Novartis people and benefits strategy**

Nina Latham, Global Head Health & EfL Council Lead  
May 2019

# Energized for Life framework

## Flexibility

### Where-When-How

- Novartis Commitment
- Global flexibility guidelines
- Repository of flexibility practices
- Flexibility toolkit

## Work-space

- Activity-based working design and implementation planned in many countries, >10,000 associates initially
- Further leverage multi-space design to foster flexibility and agility



## Well-being

- Mental and emotional Well-being
- Digital Platform
- Programs for social well-being (e.g. financial well-being)

## Sustainable High Impact

- Tignum Premier and Booster program
- Activators – associates/supporters that ensure sustainability
- QOT (Quality of Time) app

**Energized for Life ignites everyone @Novartis to be their best self every day & everywhere**



# What does success look like?



## Associates

- Feel **ignited** to take action and leverage available resources & options
- Make the **right choices** to manage energy
- Have the **courage** to voice their needs based on diverse life priorities
- Able to be their **best selves**, every day, everywhere



## Leaders

- **Recognize** unique potential of every individual
- **Encourage** associates to be their best
- Value **outcome-based performance**, no matter when, where and how associates work
- **Hire** with new mindset
- Recognized as **role models**



## Enterprise

- More inspired, curious and “unbossed” **culture**
- Sustainable high **performance**
- Attracting and retaining the best **talent**

# Flexibility

When, where and how I work



Flexibility is about empowering our associates to define when, where and how they work to achieve their personal and professional goals.

Flexibility is a key talent attraction and retention lever to motivate and engage a diverse workforce.

# Work-space

## Engaging work-spaces foster transformation and growth



We are creating a work environment that is designed to be inspiring, support well-being and efficiency.

A more mindful approach to work can lead to more energy balance for each individual.

# Sustainable High Impact

Digital impact coach (mobile application) with support materials



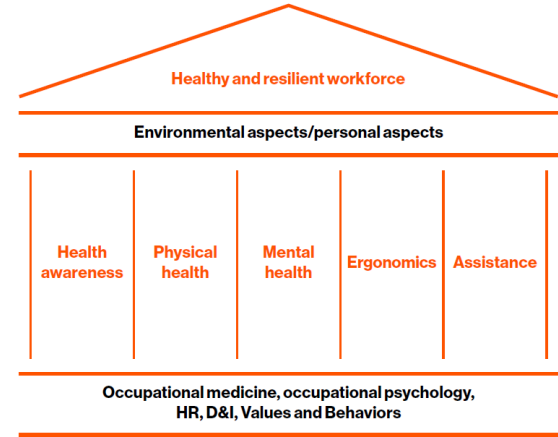
Maximize your impact.

At work and away from work.

Today and tomorrow.

# Well-being

Living a long, productive and fruitful life



Well-being promotes all aspects of associates' well-being, namely physical, mental and social.

It encompasses a wide range of activities – some of them well established and others brand new.



# Mindfulness as essential lever

Our aspiration is enabled by **unbossed** leaders who are **self-aware**, who **serve** and **inspire**.

Our aspiration is for everybody at Novartis to be **inspired**, **curious** and **unbossed**.

**Mindfulness is an essential lever to shift from a culture of control to a culture of trust and collaboration.**



# Global framework, local implementation



EfL implementation principles:

- One holistic approach for the entire company aligned with culture transformation
- Customized by local teams to local circumstances and needs
- Lead by Local Country Coordinators, monthly exchange worldwide
- Building on existing programs and bringing them to the next level of impact (across divisions)
- Implemented at different stages according to needs (launches will be gradual)

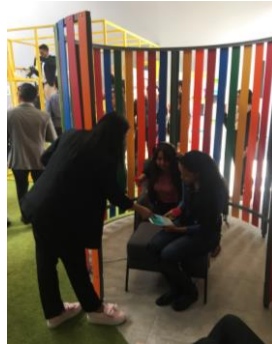
# Mexico: Spark Spot a space for play and inspiration



- While routine daily work puts us on a downward spiral, our ability to be **playful**, **mindful** and **curious** allows us to adopt a more creative, problem-solving mindset
- That is a why in Spark Spot you will find a space for play and inspiration.
- Give your mind a spark to tackle your objectives.



CREATE!



RELAX & SHARE!



PLAY!

# Brazil: New Energized for Life space



Vas launched the new space focused on midset and recovery. The space has one power nap cabin, 3 massage chair and a brand new mindfulness/meditation room.



# Turkey: Culture Awards

## 7 external recognitions



- #2
- GPTW awards for 3 consecutive years
- «Work Life Integration» special award for 2 consecutive years



- Aon Best Employer among 350+ companies cross industry
- 5'th time since 2011 and consecutively last 3 years
- «Continuous Excellence» special award



- Top Employer Turkey
- Top Employer Europe



- Most Respected Pharma Company
- Won 5 years consecutively







**Thank you!**