

Novartis Learning Institute
Be more... be curious

Novartis
Learning
Institute
Be more... be curious

Building a Curious Culture

Association of Talent Development
November 2021

 **NOVARTIS** | Reimagining Medicine

We touch the lives of millions of people worldwide



155 countries

where Novartis products are sold



769m patients

reached in total



66m patients

reached through access-to-healthcare activities

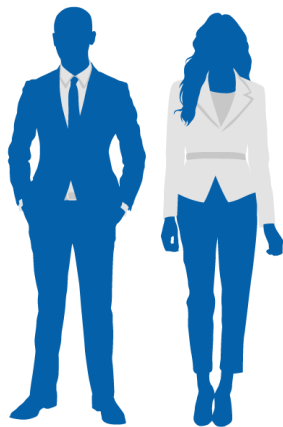
All numbers are for continuing operations

Novartis Learning Institute | Be more...be curious

2 Business Use Only

 **NOVARTIS** | Reimagining Medicine

Our strength is the diversity, energy and creativity of our people



110 738

Headcount

142

Nationalities

45.7

Annual training
hours per employee

45%

Women in
management

All numbers are for continuing operations
Source: 2020 Annual Review

We aim to create value for our company, our shareholders and society

- Our strategy is to build a leading, focused medicines company powered by advanced therapy platforms and data science
- We have five strategic priorities



Unleash the power of our people



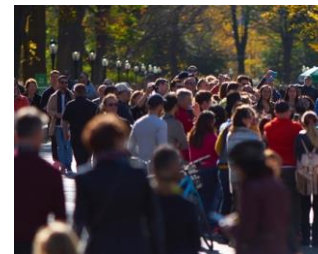
Deliver transformative innovation



Embrace operational excellence



Go big on data and digital



Build trust with society

Our culture aspiration is for everyone at Novartis to be Inspired, Curious and Unbossed

Inspired

MY IMPACT



- Engage others in our purpose
- Connect associates' work to shared purpose
- Role model our values

Curious

MY GROWTH



- Be a learner, not a knower
- Foster a learning culture
- Encourage others to challenge own assumptions

Unbossed

MY LEADERSHIP



- Create clarity and accountability
- Empower and support others
- Remove obstacles

Enablers in place to strengthen Inspired, Curious and Unbossed behaviors across the organization

Inspired

Connect to our purpose and provide an inspiring working environment

Spark

Global Recognition

Energized for Life

Reimagine
Performance
Management

1 Business
Performance
Factor

Parental Leave

Curious

Go big on learning

LinkedIn Learning

learnlight

Xchange

 HARVARD
MEDICAL SCHOOL

}getabstract
compressed knowledge

coursera

**Team
Booster**

Unbossed

Build leadership self-awareness and capabilities

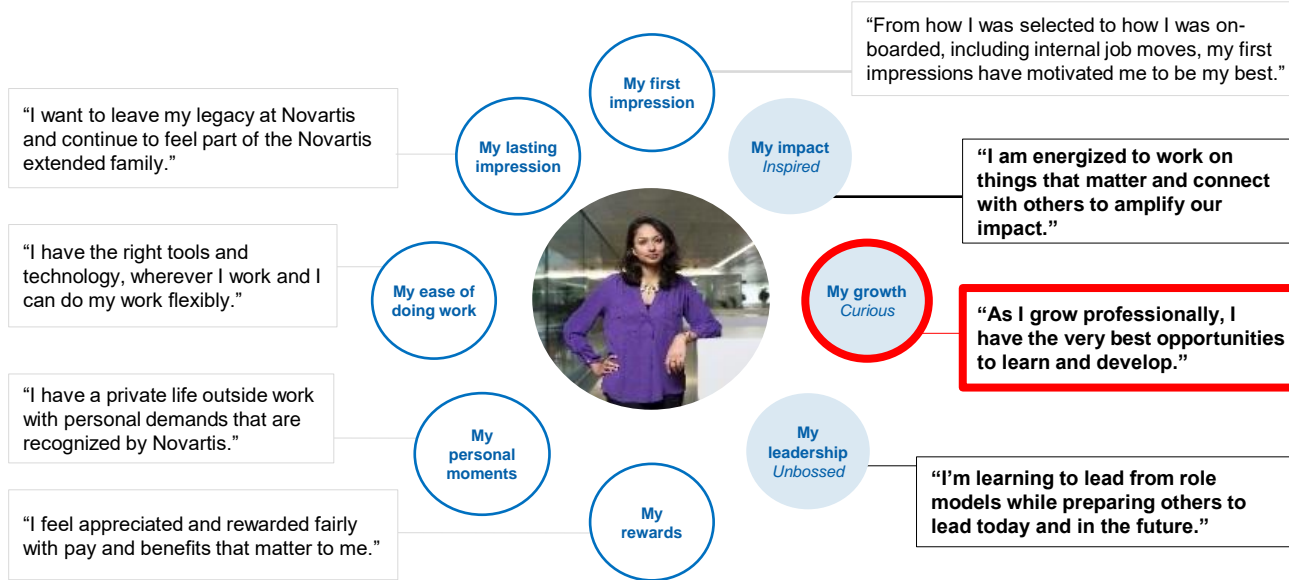
ULE

GLINT

Team Perspectives

Leadership Perspectives 360°

The People & Culture Strategy comes to life through “Moments that Matter”



○ In line with market/ industry practice and good standards

● Competitively differentiated (next 3 years)

We are developing a culture of Curiosity and have agreed **GOING BIG ON LEARNING** makes strategic sense...

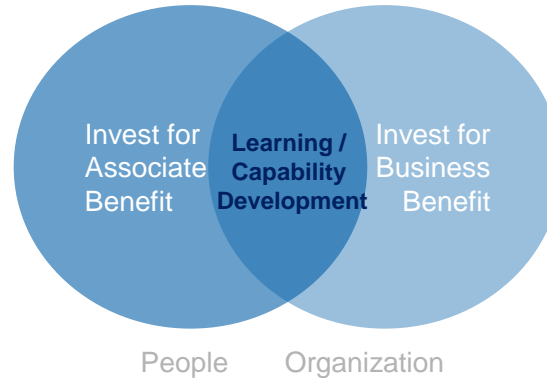
Internal and external data sources support that learning can **both** build the capabilities needed to deliver our strategy; **and** help attract and retain the best talent.

#3 'Top Reason for Leaving': 'Lack of Development Opportunities' (12%)³

Millennials are **demanding** continuous learning – 42% are likely to leave because they are not learning enough³

#2 'Top Organizational /Job Characteristics to Improve': 'Development opportunities' (32%)³

2 out of final 4 Generate.Action ideas (inc. winners) focused on Learning



34% 46% of employees learned a '**New to World**' skill in last 3 years¹

70% of employees have **not mastered** the skills they need today¹

36% of managers think employees will **not keep pace with future skills** needs¹

49% 26% of current skillset will be **irrelevant** in 3 years²

54% of all employees will require **significant reskilling & upskilling** in just 3 years.⁵

¹ Source: Gartner / CEB 2018 Shifting Skills Survey n=7,101 / Updated 2020

² Source: Gartner / CEB Q1 2018 Global Labor Market Survey n=21,247 / Updated 2020

³ Source: Novartis 2018 Exit Surveys n=1,516 Associates

⁴ Source: Deloitte 2017

⁵ Source: Deloitte Human Capital Trends 2019

We have agreed to go **BIG** on learning makes strategic sense...



- We support a culture of curiosity where learning is valued and recognized
- We provide access to the best learning content opportunities in a flexible way
- We consider learning broadly, not just formal learning
- We are continuously innovating not just what we learn but how we learn

We want to ensure that learning is accessible to all associates, everywhere and anytime.

#iamcurious
2019

#wearecurious
2020

#curioustogether
2021

Why we started on this journey...

For our patients	For our associates	For our business
A workforce that is learning continuously approaches all challenges with an innovator's mindset that generates wins for our patients	Prepare our associates for the future of work, help them get better in their current role and achieve their aspirations for the future	Support our 100 hours of learning aspiration, our values and behaviors, and build the future workforce shaped by future capabilities
A curious approach to patients is an empathetic and emotionally intelligent approach to patient challenges	Guide associates towards relevant learning experiences (not just webinars) that are accessible and inclusive of their specific needs (language, area of interest, etc.)	Provide even more great opportunities to learn and grow to support attraction and retention The continuous improvement of our learning offerings helps us score highly in ESG and DJSI rankings and highlighted in our ESG annual report

Supporting a culture of Curiosity

Novartis Learning Institute supporting all associates the same way, no matter from what region and with shared objectives and deliverables

On demand services

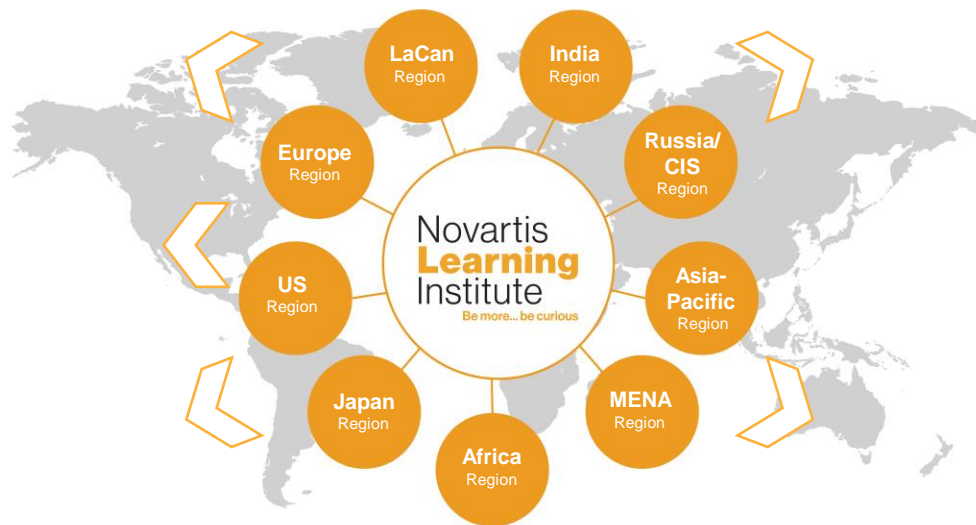
- Access to learning professionals (TDD)
- Global Managed Service Provider (GPS)

Centralized learning operations

- Central Service Catalogue
- Process Delivery Library
- Operational Excellence

Digital and innovation

- Digital Immersion for Leaders (DI4L / DI4E)
- Digital Hub
- Learning Innovation Team



UP4Growth learning

- Best in class learning such as Coursera, LinkedIn Learning, etc.
- AI Recommendations
- Language Learning

University partners

- Such as:
- INSEAD
 - Harvard
 - Stellenbosch University

Management & Leadership

- Ready to Grow
- M1
- PEP
- ULE
- Further Leadership Trg to come

#wearecurious - an impactful ride

The campaign created a strong presence on social media, with other companies noticing Novartis' appetite for Curiosity.

Well done - a big thank you to everyone who contributed to the success of another great #CuriosityMonth at Novartis! **Victor Bulto**

I am pretty sure, September was the most enjoyable and productive month for all the growth-obsessed maniacs like myself. **Manager HEOR**

Thank you so much Nina Bressler Murphy and team for having created such a lasting impact on our company! I love how all the recordings stay available and I'm looking forward to many more curiosity months.

It has been a huge and fantastic program... so easy to "use and access" with amazing content. A great experience !

Another amazing event as Novartis continues to show their thought leadership in learning.

Truly inspirational to see so many people dedicated to lifelong learning.



LinkedIn

1,694
mentions



Yammer

2,111
conversations



Curiosity moved from a celebration to a part of our cultural fabric in 2021 with #CuriousTogether

A continuous calendar of learning experiences to engage associates in learning and curiosity
#CuriousTogether

4 key themes

Personal growth and wellbeing

Leadership

Innovation, data and digital

Novartis, medicine and society

2021 snapshot*



65,000+
learning hours



24,462
unique associates



185+
hours of new content

Working with internal and external partners

Porsche, Boeing, NASA, Amy Edmondson, Erika Andersen, Anna Hemmings, and more..

to connect the dots with key organizational initiatives

Evolve, Choice with Responsibility, TEDxNovartis, Diversity and Inclusion, Environmental Sustainability, ERC Week and more...

Who brought it to life?

Who is involved?

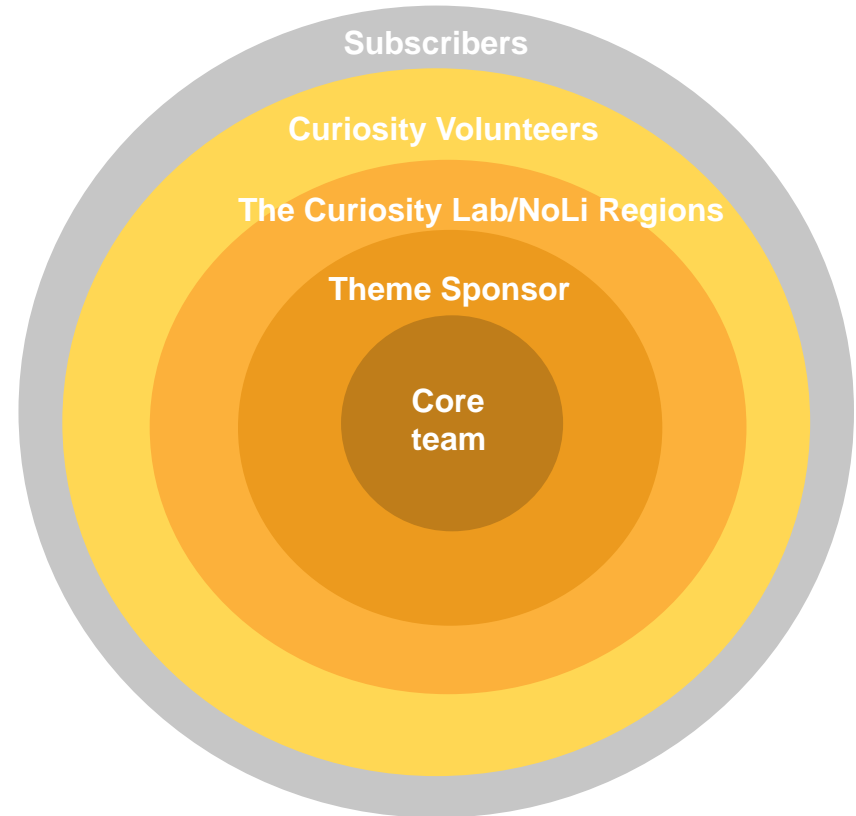
Core team, responsible for supporting the design and execution of the theme

Theme sponsor, responsible and accountable for the theme's success

Curiosity Lab/NoLi Regions, responsible for offering feedback and promoting within networks

Curiosity volunteers, responsible for spreading the word organically throughout their networks

Subscribers, responsible for engaging with the learning opportunities from their chosen theme/s



100

#iamcurious

2019

400

#wearecurious

2020

#curioustogether

2021



A continuous campaign



MS Team Backgrounds



Stickers

Show your Curious spirit within your communities by using one of our #CuriousTogether MS teams overlay.

Simply add the overlay to your teams picture for everyone to know you're part of this Curious tribe.

MS Teams Overlays



Show your Curious spirit within your communities by using one of our #CuriousTogether MS teams overlay.

Simply add the overlay to your teams picture for everyone to know you're part of this Curious tribe.

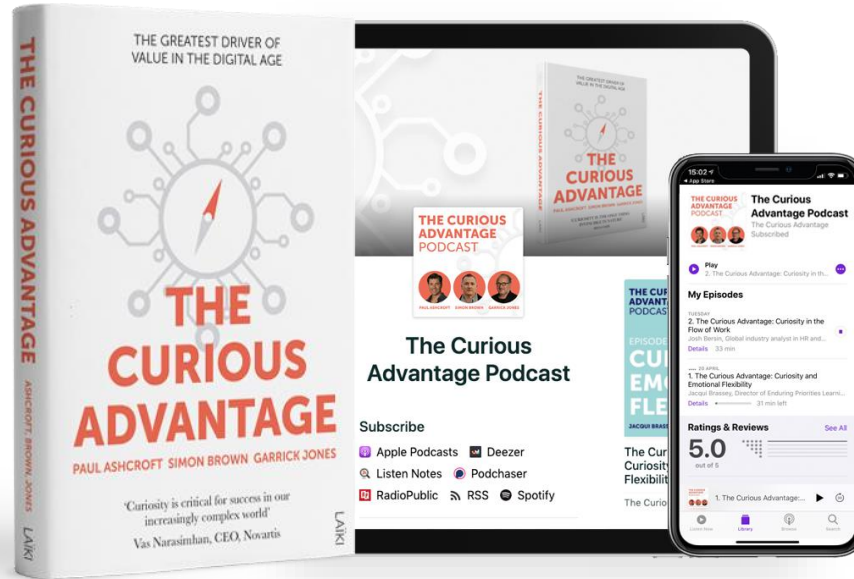
[How to guide](#) and [link](#)

There's even a book about our journey!

Amazon Top 10
Bestseller

#1 Hot New
Release

Top 5
Management
Podcast on Apple
in 20 Countries



GetAbstract
Rated 9/10

Digital HR
Leaders
Podcast of
the Month

CuriousAdvantage.com

Available in Digital, Paperback & Hardback on Amazon



The Global Pandemic accelerated our journey

Learn Together with your community



Friends and Family

The balance between work and home has shifted over the last year and a half, the global pandemic has taught us how important connecting with loved ones is. That's why we want to offer you the chance to connect with your own curious community once more through the **Friends and Family programs**.

Help us to continue to build our curious tribe by offering your network the chance to engage in learning platforms across Novartis.

Connecting with each other and learning new skills are a powerful way to enhance your wellbeing, so why not do both together?

Go/friendsandfamily



What programs are available?



Last year thousands of you gave the gift of learning to your loved ones, signing them up for free access to platforms like Coursera, Tignum X and more.

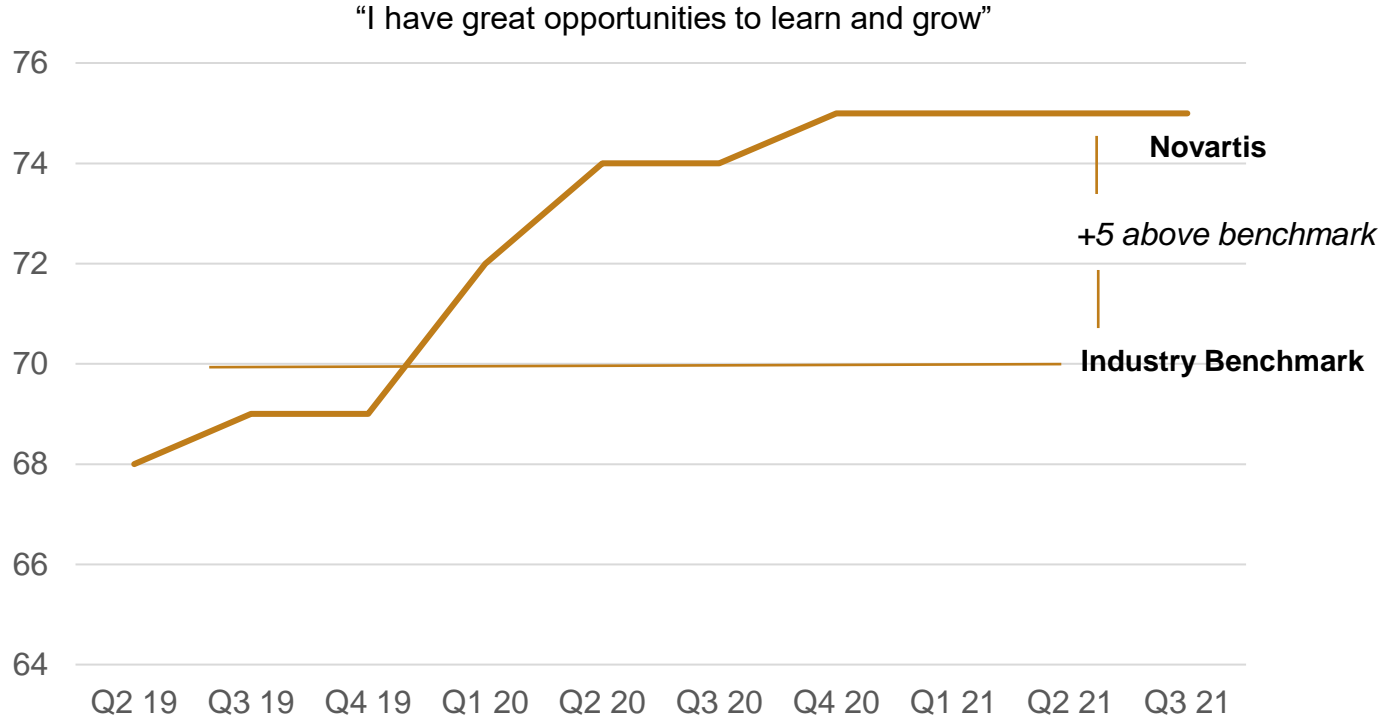
Now you have the opportunity to learn and grow with your loved ones again and share access to some of our amazing catalogues of learning and apps which support you, and your loved one's wellbeing.



A Curious Journey is also Leadership Journey

We know it's working because...

Our Voice positive Improvements for Growth



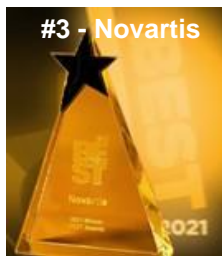
Our progress is being recognized around the world!



Learning Strategy



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Best Launch of a Corporate University

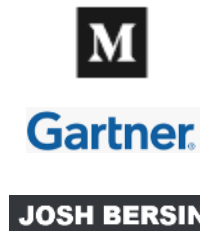
Coursea
Outstanding
Achievement
Talent
Transformation
2021



learning technologies

awards

Silver Award 2020
Excellence in the Design of
Learning Content –
International Sector



We are attracting Curious People

“What inspired you to apply to join Novartis?”

Over the past 14 months based on

1.2m applications





‘Opportunities to learn and develop’ is

#1

reason people were inspired to apply to Novartis.



It is helping to improve our ESG ratings

Rating Agency	Human Capital Rating 2020 ²	Human Capital Rating 2019	Industry Benchmark
 <p>Dow Jones Sustainability Indices 20th Anniversary In collaboration with SAM</p>	<ul style="list-style-type: none"> Labor practices: 100¹ Human Capital Development: 100¹ Talent Attraction & Retention: 78 (91st percentile) 	<ul style="list-style-type: none"> Labor practices: 100 Human Capital Development: 79 Talent Attraction & Retention: 76 	100 st percentile is Industry leading
 <p>MSCI ESG Research</p>	6.3 (2021), 6.0 (2020)	5.3	3.6
 <p>SUSTAINALYTICS</p>	1.9 (2021), 1.7 (2020) ("Negligible Risk Exposure")	2.2 ("Low Risk Exposure")	3.1 (2020) 3.2 (2021)
 <p>ISS ESG</p>	B-	C+	D

1: 100th percentile; industry leading; MSCI: High scores are favorable; Sustainalytics: Low scores are favorable
 2: 2021 Results for Sustainalytics and MSCI published in Q1 2021; all other rating agencies will publish results later in the year



Making it more than a learning experience

Let's discuss!



Thank you

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