We strive to create a diverse, fair and inclusive work environment that allows all associates to be their true selves. Together, we want to create a world where everyone feels they belong, where we explore new horizons and reimagine medicine.

Culture

We want to create a culture where equality, diversity and inclusion are central to everything we do. To achieve this goal, our culture is based on the values: Inspired, Curious, Unbossed and Integrity. Our daily efforts for an inclusive workplace are based on the foundations of our Code of Ethics.

Learn more about our culture on our global website: Novartis.com

<table>
<thead>
<tr>
<th>Equity &amp; Diversity</th>
<th>Inclusion</th>
</tr>
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<tbody>
<tr>
<td>We will create an environment that treats all associates with dignity and respect. We value the presence of difference, equal opportunities, and the removal of behavioural &amp; structural barriers.</td>
<td>We seek to educate our people on inclusivity and create a workplace where everyone feels a sense of belonging. We create an environment that drives both the development of our people and the success of our company.</td>
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<tr>
<td>We live a culture of equality, diversity, and inclusion. This enables us to achieve better decision-making, more innovative solutions, and greater growth, which ultimately impacts our organization, our patients and society.</td>
<td></td>
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</tbody>
</table>

Our associates in numbers

- 31% Women in Board of Directors
- 26% Swiss nationals
- 12 Employee Resource Groups
- 44% Women in Management
- + 100 Nationalities
- 10,400 Employees in Switzerland

Equity

We strive to create an inclusive and fair working environment where all our associates can reach their full potential.

Gender-Equity

At Novartis, we believe in the power of gender equality and equal pay as a fundamental principle of our employment policy. Our global commitment to equal pay and pay transparency has led us to join the Equal Pay International Coalition (EPIC) with the aim, among others, of achieving gender balance in management.

In addition to our global & local efforts under the EPIC Pledge, and in compliance with the Swiss Gender Equality Act (GIG), the 2021/22 salary analyses confirmed that all requirements under the GIG are met at Novartis in Switzerland. These results are in line with the positive results already achieved by Novartis since 2010, prior to the legal regulation, as part of the annual voluntary federal dialogue on equal pay.

We are also encouraged by the promising results from external benchmarks such as the Schilling Report 2022 and the Gender Intelligence Report 2022. The Career Empowerment Label award by the University of St. Gallen & Avenir highlights our internal efforts regarding gender equality. This reinforces our ongoing efforts to support non-linear professional careers.

LGBTQI+ Equity at Novartis

In 2018, we were the first global pharmaceutical company to support the United Nations LGBTQI Standards of Conduct for tackling discrimination against LGBTQI+ People in professional life. Our goal is to become a strong advocate for human rights and to ensure that we have an inclusive work environment at Novartis that supports all associates. Our LGBTQI+ Equality Strategy, launched in 2019, focuses on the following three pillars: due diligence, engagement & support of our associates, as well as partnership with external communities. We will achieve these goals in collaboration with our Employee Resource Groups (ERGs), allies, management and external partners.

Milestones achieved so far include various events organised by PRIDE Switzerland, supporting processes for our community as well as inclusive toilets. We received recognition for our initiatives through the Swiss LGBTQI Label. This label is a seal of quality for organisations based in Switzerland that support the internal equity of LGBTQI+ persons.

Equal opportunities for people with disabilities and chronic diseases

We work for equality and inclusion of associates with a visible or invisible disability or chronic illness. We create a common understanding what living and working with a disability means and how we can all contribute to creating an inclusive work environment. We include those affected and want them to have equal opportunities for employment and development within our company.

As a member of the Valuable 500, a global collective of 500 companies committed to the inclusion of people with disabilities, we are committed to making further progress in the coming years. As part of our commitment, we focus on the mental health of our associates and offer, for example, mental health ‘first aid courses’ for our associates in cooperation with our partner Pro Mente Sana. Furthermore, we actively participate in the MyAbility Talent Programme, which offers young graduates job shadowings in our company.

1 Learn more about Employee Resource Groups on page 5.
2 Lesbian, Gay, Bisexual, Transgender, Queer & Intersex People
Work and Care
Balancing the demands of career and private life is a common challenge. Novartis recognizes these family challenges and aims to ease the daily routine of associates. Our benefits include 18 weeks of parental leave, childcare and care for family members.

Parental Leave:
All new parents working at Novartis in Switzerland with permanent employment contracts receive 18 weeks of paid parental leave (with a global minimum standard of 14 weeks). This applies to both women and men, as well as to same-sex couples and adoptive parents.

Day Care
Our independently managed daycare centers located near the Basel and Rhine Valley sites are available to our associates with permanent employment contracts and include various benefits. In addition, we offer our associates further advice and services in the area of child care, such as the placement of nannies and childminders.

Caring for Family Members
Novartis recognizes the responsibility many associates have to care for a family member. It is a responsibility that can require much time and energy, especially when working. Therefore, we support associates who care for a family member, such as parents, a partner or a sick child.

Flexible Working
To support our associates in managing the demands of career and personal-life duties, Novartis offers a range of flexible work options, including flextime models, part-time contracts as well as additional vacation days and job sharing.

Employee-Resource Groups
Employee-Resource Groups (ERGs) are grassroot communities with a shared set of interests, experiences, and perspectives. They make the different aspects of diversity, equity, inclusion (DEI) & culture tangible to everyone and connect people with similar visions. They are associates-driven initiatives supported by Novartis leadership.

Admins & Coordinators Community Basel (ACT)
ACT Basel promotes collaboration with and among administrators & coordinators to share information and best practices as well as to support teams.

Asian Business Club (ABC)
The ABC promotes intercultural understanding and is aimed at associates from Asia and those who have an interest in Asian culture.

Basel Green Team (BGT)
BGT promotes sustainable ways of thinking and behaving and actively participates in climate-friendly projects within our company.

Be Mindful!
Be Mindful promotes mindfulness among our associates through meditation to enhance their well-being.

Diversability Support Network (DSN)
The DSN raises awareness for the inclusion of people with disabilities and actively contributes to our global & local “disability equity” strategy.

Empowering Women to Impact Now (EWIN)
EWIN makes women’s success visible and creates opportunities where women can develop and be inspired. They are also an important part of our global & local gender equity strategy.

Global Research Informatics Community (GRIC)
The GRIC is a network of data scientists that promotes mutual knowledge exchange and facilitates access to resources.

Mental Health Restoration (MEHR)
The MEHR improves the energy level, happiness, and well-being of our associates inside and outside the workplace.

PRIDE Switzerland
PRIDE Switzerland advocates for our LGBTQI+ associates and allies, promotes initiatives for greater diversity, equality and inclusion at Novartis, and are key contributors to our global & local “LGBTQI+ Equity” strategy.

TechBites
The TechBites form a network that promotes the exchange of technical knowledge among our associates.

Toasters International Basel Clubs
Toasters creates opportunities for our associates to improve their communication skills through self-directed learning and practice.

Working Parents Connection (WPC)
The WPCs raise awareness of the challenges of working parents at Novartis and promote a parent-friendly work environment.

Wellbeing Switzerland
We want everyone at Novartis to feel empowered and energized every day to be our best selves, achieve our personal and professional goals, and live our values and behaviors. Through our offerings, we support our associates and help them promote their own wellbeing. The focus of our wellbeing strategy is on mental health. It is about how we take care of ourselves and adapt to life’s ups and downs. To maintain a healthy quality of life, we offer our associates a range of services that positively influence physical and social well-being.