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

---

**Equity & Diversity**

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 & structural barriers.

---

**Inclusion**

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.

---

**Our associates in numbers**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in Board of Directors</td>
<td>31%</td>
</tr>
<tr>
<td>Women / Men</td>
<td>48% / 52%</td>
</tr>
<tr>
<td>Employee Resource Groups</td>
<td>12¹</td>
</tr>
<tr>
<td>Women in Management</td>
<td>36%</td>
</tr>
<tr>
<td>+ Nationalities</td>
<td>+ 100</td>
</tr>
<tr>
<td>Baby Boomer, Gen X, Gen Y, Gen Z</td>
<td>8% / 45% / 41% / 6%</td>
</tr>
</tbody>
</table>

¹ Learn more about Employee Resource Groups on page 5.
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 2023 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 LGBTI 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 LGBTI 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.

Lesbian, Gay, Bi, Trans, 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.
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.