

## We are instilling curiosity " >

We believe curiosity drives discovery. We know curiosity solves problems. We are convinced that curiosity powers innovation. We all need curiosity to learn. Novartis aspires to offer the best learning and development opportunities to instill this curiosity.

We believe that our innovation capability is a key competitive advantage, and to keep pace we need a new mindset, toolset and skillset to navigate ambiguity, complexity and change. While the tasks of tomorrow are unpredictable, there are human capabilities that remain transferable such as curiosity, adaptive problem solving, creativity, and empathy.

That is why we want to make sure that curiosity and creativity are uninhibited, as we aspire to offer the best learning and development opportunities.

**Learning as an intention** – we are investing in removing all barriers to learning and encouraging each associate to devote 5% of their time to learning, education and skills development regardless of role, level or location.

We're developing our people at every stage of their career with Novartis, supporting business objectives and personal goals.

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The Novartis Learning Institute helps to shape personal development and learning opportunities, and includes:

- A portfolio of learning programs that help you power your growth, become an innovator and entrepreneur, reimagine medicine and learn about Novartis' role in society
- Opportunities to learn, grow and get certified in new skills using:
  - **Coursera** with access to over 3,500 courses from over 190+ renowned global Universities and

industry leaders, in 10 languages - plus access to the world's first fully funded Coursera-powered Master's Degree program in Data Science with the University of Michigan and the University of Illinois.

- **LinkedIn Learning** with access to over 14,500 video based programs from leading global experts on the latest hot skills, in 7 languages.
- A **Digital Hub** stimulates new digital skills and ways of working - embracing new technologies as opportunities not threats – and adds value to ways of working.

We believe that a love of learning grows when we share it with our communities and that if #wearecurious together, everyone benefits. To support our loved ones and give them the opportunity to upskill and reskill in uncertain times, we:

- Give access to **Coursera** and some of our other top-notch learning content for Novartis friends and family
- Support **Khan Academy**, helping working parents by providing free online education for children of all ages
- Are rolling out **Coder Dojo** groups around the globe to support children to have fun while learning how to code

Curiosity happens all year round and we regularly bring together communities of learners to stimulate debate and nurture free-ranging discussion that inspires our people to be more creative and energized.

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