

□

We seek to educate our people on inclusivity and provide all associates with equitable opportunities to contribute to our company and advance their careers.

We're building a culture that stimulates curiosity and promotes opportunities to learn from and embrace all of our diverse perspectives. We want our associates to be inspired, curious and unbossed. This requires a safe and supportive working environment where we can discuss ideas, experiment, take risks, give feedback, and learn from our mistakes.

Inclusive leadership

We are focused on developing self-aware leaders who empower diverse teams and foster an environment where everyone feels heard, respected and valued. We have developed a suite of resources to help leaders reflect upon their own inclusive behaviors, understand unconscious bias, cultivate curiosity and practice intentional behaviors to foster belonging. This includes active listening, inclusive planning and decision-making.

Find out more about [leadership development](#) at Novartis.

Communities of belonging

We know that our success relies on the energy, passion and diverse perspectives our associates bring to the workplace. We want to make sure everyone feels heard, respected and valued as a member of our global community.

That's why we support and encourage our **Employee Resource Groups (ERGs)** - voluntary networks linking employees who have shared backgrounds, interests, experiences and perspectives. ERGs make the unique aspects of diversity and inclusion more tangible to everyone, and contribute to the development of our talent and to a culture of curiosity and empowerment.

We are proud of the 60 ERGs that are currently active across the company, and the positive impact they have for our people and organization. Watch this video to hear from some of the members of our ERGs:

Talent

Attracting and retaining diverse talent is the foundation of our talent strategy at Novartis. We know that our people are exceptional, and that our success relies on their diverse skills, experience and expertise. That's why we encourage our associates to take ownership of their careers, offering equitable opportunities throughout the company for them to develop their skills and reach their full potential. Seven out of every ten opportunities at Novartis are filled by colleagues internally and we democratize access to career and talent development programs, reskilling and upskilling, meeting both the growth of the individual and our business needs in an inclusive environment that celebrates diversity.

We currently have **149 nationalities** represented on our workforce. We have assessed what diverse talent means in different cultures, with mandatory unconscious bias training for our talent acquisition partners and hiring managers to inform our candidate engagement communications, job advertisements, interview procedures and selection decisions. Our resources and practices ensure a diverse talent pipeline and workforce at every level of the organization. [See our talent selection principles. \(PDF 0.1 MB\)](#)

Source URL: <https://www.novartis.com/about/diversity-inclusion/inclusivity>

List of links present in page

- <https://www.novartis.com/about/diversity-inclusion/inclusivity>
- <https://www.novartis.com/about/strategy/people-and-culture/we-are-unbossing-our-people>
- <https://www.novartis.com/careers>