 Associates

Headquartered in Basel, Switzerland, we employ approximately 108,000 full-time-equivalent associates worldwide.

Headcount reflects the total number of associates in our payroll systems. Full-time equivalent adjusts headcount for associates less than 100%. All data as of June 30, 2019.

Accordion:
Our culture and values

Talented, committed and responsible people from diverse backgrounds are essential for us to meet our goal of becoming the leading medicines company, powered by data and digital. We foster a company culture that unleashes the power of our people to reimagine medicine to improve and extend people’s lives.

Our culture
Curious
Inspired
Unbossed
Culture is how we do things at Novartis. It is the behaviors we encourage, tolerate and do not accept. Culture is a **key enabler of our strategy** to strengthen **innovation, performance** and **reputation**.

Our culture aspiration can be summarized as follows:

*We want everyone at Novartis to feel **inspired by our purpose** to reimagine medicine and to feel **empowered** every day to be their **best self**, to achieve their personal and professional goals, and to live our **values**.*

*We need leaders who **serve** their teams, enabling them to reach their full potential, **take smart risks**, and **learn** from failures. We need associates to be **compassionate** to one another; be **externally focused** and constantly curious about new ideas that can produce better outcomes for patients, physicians, customers and healthcare systems.*

In three words, we aspire to be an **inspired, curious, unbossed*** organization.

We will achieve the aspired organizational culture when our associates live the Values and Behaviors of **Innovation, Collaboration, Courage, Performance, Integrity** and **Quality**.

Our values are the foundation of our culture and help us execute the Novartis strategy by guiding how we work together, as well as how we hire, engage, develop and reward our people.

**Our values**

**Innovation**

Innovation is at the heart of what we do. We encourage our people to experiment and be bold. We want to foster creative thinking based on external insights and achieve breakthroughs that impact human health.

**Quality**

Delivering high quality medicines is critical to our mission of improving and extending people’s lives. Our focus on quality is supported by a culture of continuous improvement and learning from mistakes.

**Collaboration**

We encourage our employees to put team before self by valuing each other’s contributions and feedback. We embrace diverse perspectives to develop an inclusive environment where everyone can achieve their full potential.

**Performance**
We focus on both personal and team achievements, by taking smart risks while maintaining high ethical standards. We move outside of our comfort zone to deliver better healthcare solutions and business results.

**Courage**

We want our people to have the courage to stand up for their ideas and challenge the status quo. We also want them to have the courage to do the right thing in the face of resistance or moral dilemmas.

**Integrity**

We care about our people, patients and customers and commit to the highest ethical standards in what we do. We take a principles-based approach to support constructive discussions and improve decision-making.

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**Disclaimer:**

These materials contain forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995 that can generally be identified by words such as “potential,” “expected,” “will,” “planned,” “pipeline,” “outlook,” or similar expressions, or by express or implied discussions regarding potential new products, potential new indications for existing products, potential product launches, or regarding potential future revenues from any such products; or regarding the potential outcome, or financial or other impact on Novartis, of the proposed divestiture of certain portions of our Sandoz Division business in the US; or regarding the potential impact of the share buyback plan; or regarding potential future sales or earnings of the Group or any of its divisions or potential shareholder returns; or by discussions of strategy, plans, expectations or intentions. Such forward-looking statements are based on the current beliefs and expectations of management regarding future events, and are subject to significant known and unknown risks and uncertainties. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those set forth in the forward-looking statements. You should not place undue reliance on these statements. In particular, our expectations could be affected by, among other things: global trends toward healthcare cost containment, including ongoing government, payor and general public pricing and reimbursement pressures and requirements for increased pricing transparency; regulatory actions or delays or government regulation generally, including potential regulatory actions or delays with respect to the proposed transactions or the development of the products described in these materials; the potential that the strategic benefits, synergies or opportunities expected from the Alcon and Sandoz transactions may not be realized or may be more difficult or take longer to realize than expected; the inherent uncertainties involved in predicting shareholder returns; the uncertainties inherent in the research and development of new healthcare products, including clinical trial results and additional analysis of existing clinical data; our ability to obtain or maintain proprietary intellectual property protection, including the ultimate extent of the impact on Novartis of the loss of patent protection and exclusivity on key products that commenced in prior years and will continue this year; safety, quality or manufacturing issues; uncertainties
regarding actual or potential legal proceedings, including, among others, product liability litigation, disputes and litigation with business partners or business collaborators, government investigations generally, litigation and investigations regarding sales and marketing practices, and intellectual property disputes; uncertainties involved in the development or adoption of potentially transformational technologies and business models; our performance on environmental, social and governance measures; general political, economic and trade conditions, including uncertainties regarding the effects of ongoing instability in various parts of the world; uncertainties regarding future global exchange rates; uncertainties regarding future demand for our products; uncertainties regarding potential significant breaches of data security or data privacy, or disruptions of our information technology systems; and other risks and factors referred to in Novartis AG’s current Form 20-F on file with the US Securities and Exchange Commission. Novartis is providing the information in these materials as of this date and does not undertake any obligation to update any forward-looking statements as a result of new information, future events or otherwise.

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Footnotes:

* ‘Unboss’ is a term used in a book ‘Unboss’ by Lars Kolind and Jacob Bøtter. In the book the authors offer the concept of “unboss” as opposed to the conventional “boss”. To «unboss» means to transform your organization into a purposeful social institution. An “unboss,” the antithesis of a traditional manager, is part of an organization rather than above it. The unboss inspires the entire organization with passionate advocacy. An unboss is a team member and shuns the symbols that traditionally set leaders apart from their employees.