



# Learning and Development Programs, Channels and Recognition

## Selected training programs for employees

	All Novartis associates	Graduate / entry-level	Leaders / talent development
<b>General training</b>			
<b>General / cross-functional</b>	<p>Ethical standard trainings</p> <p>Training and awareness programs for health, safety and environment policy.</p> <p>Quality and safety training: Topics covered in initial training for all employees include product quality, reporting adverse events and information management</p> <p>Comprehensive virtual learning: LinkedIn Learning provides over 16 000 video-based programs in seven languages. Coursera provides over 4 500 courses from over 200 global universities in 40 languages. In addition, employees can access 10 000 Skillsoft courses, videos and resources. In 2021, we reached 47,000 active users and had over 105,000 courses completed.</p> <p>Novartis Learning Institute offers Power Skills (previously Personal Effectiveness Portfolio) training to support well-being, soft skills, capability development, talent acceleration and first line leadership skills.</p>	<p>Internships and apprenticeships: At Novartis headquarters in Switzerland and other sites, we offer paid internships and apprenticeships to graduates from high school or commercial colleges, as well as students who are studying for a bachelor's degree. We also offer postgraduate internships.</p>	<p>We have three leadership development journeys to enable leadership excellence at different stages, and two talent development programs to develop the succession pipeline with early and emerging talent. In 2021, a total of 5 000 leaders took part in one of these programs to prepare for transition to a new career stage and build sustainable performance in their role.</p> <p>Additionally, the Unbossed Leadership Experience elements are now available across a range of leadership development offerings:</p> <ul style="list-style-type: none"> <li>- U:Grow   foundational personal growth experience focused on core principles and practices</li> <li>- U:Build   Targeted at leaders in high-impact areas on advanced development topics</li> <li>- U:Connect   Interactive engagement platform for 'U Alums' to continuously share &amp; develop</li> <li>- U:Explore   Self-serve platform for leader led development &amp; support</li> </ul> <p>In addition, First Line Leader programs based on developmental &amp; operational needs</p>

## AI-assisted Training & Development

### General / cross-functional

A new Learning Experience Platform (Match Learn) and a new Talent Marketplace (Talent Match) utilize employee profile and activity to customize training curation on a personalized basis, while also enabling hiring managers to identify employees with needed skills, who can then be considered when making hiring decisions.

Our new Learning Experience Platform has also enabled rollout of Next Generation Engagement Academy (NGEA) for commercial division associates with customer-facing roles; development and training focus on targeted skills to advance organizational capability using virtual and hybrid engagement tools.

## Training tailored to functions

### R&D / Regulatory Affairs

Innovation / discovery postdoctoral fellowships: Enable aspiring drug hunters to join teams at the Novartis Institutes for BioMedical Research (NIBR) to gain experience in the design and development of breakthrough therapies.

“AI for Life” residency program: A one-year program in Switzerland that enables data-science graduates and researchers to apply their expertise to real-world healthcare challenges.

Regulatory Affairs postgraduate program: A two-year postgraduate training program in Switzerland.

Global Drug Development division currently sponsors a Masters program for Regulatory Affairs with a tuition commitment for more than 40 functional leaders per year to drive Regulatory Affairs capabilities and development throughout the division.

### Medical Affairs / Sales & Marketing

Responsible marketing, promotion and interaction with healthcare professionals: In-depth training covering promotional and non-promotional materials, events and professional meetings, external funding, engagement with healthcare professionals and healthcare organizations, interactions with patients and patient organizations, and market research.

Next Generation Engagement Academy drives impactful upskilling of our marketers, sales teams, medical employees and enabling functions.

Europe-based MBA program: Novartis Oncology offers a two-year, multi-location rotational program across key markets in Europe for recent MBA graduates.

Novartis US learning team sponsors a Rutgers University Fellowship Program (2-year, cross-division participation) through a significant financial commitment, helping Novartis' Doctors of Pharmacy to upskill in the area of Pharmacoepidemiology. Sponsorship is also available to Novartis European employees via either a Basel postgraduate program and a Cambridge PharmD Fellowship.

### Other corporate functions / organizations at Novartis

All Novartis employees in Manufacturing and Quality Assurance receive ongoing training in topics including quality management systems and third-party oversight.

Finance postgraduate rotation program: A three-year development program for recent postgraduates in finance, accounting, or business administration.

Coach2Grow: A program offered in Novartis Business Services to develop coaching skills and encourage unbossed leadership.

## Learning and development channels (not strictly job-related)

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### Selected employee engagement channels

Talent Match & Match Learn: A talent platform and a learning experience platform, respectively, both enabled by AI, that provide visibility over career opportunities to associates outside their own domains, including short-term projects, mentoring and open positions, democratizing career development and learning for all associates.

My Potential: objective, evidence-based self-assessment that helps associates discover their strengths and growth areas. It includes insights and tips on how associates can leverage their strengths and enhance their skills to maximize their future impact.

Wellbeing training: In 2021, we continued expanding our global program to help associates manage their physical, mental and social well-being, engaging them around tools and programs.

Digital awareness hub: In 2021, training related to digital skills more than doubled and Novartis was ahead of the industry benchmark in data analysis and other areas, according to Coursera.

Learning platform for data science coding skills: over 11,000 hours on the platform in 2021.

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## Awards and recognition

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### Recent awards

In 2021, our learning and development programs have been recognized by the Association for Talent Development. We ranked #3 in the world, achieving ATD's BEST Award.

We were also recognized as a "Covid Champion" (Bronze) for 2021 by the Learning Performance Institute.

In 2022, Novartis was a Gold Winner of The Learning Culture Award.

For more awards and recognition, visit: <https://www.novartis.com/about/awards-and-recognition>

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## Training hours

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### 2021

Annual training hours per employee (full population / internal only): 44.6 / 52.1\*

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\*From 2021, Novartis has begun reporting training hours for internal employees only, in addition to data for the full population