

ESG Data Summary 2025

The tables below show the nonfinancial performance metrics disclosed in our Report on Nonfinancial Matters 2025 (marked ●) and Update on Public Commitments 2025 (marked ■), as well as data supporting information available on our website. KPMG has provided limited assurance on selected 2025 data from the Report on Nonfinancial Matters 2025 (marked Δ) and the Update on Public Commitments 2025 (marked ▶). Its independent assurance reports are on page 43 and page 6 of the respective documents.

Environmental metrics

	2025	2024	
Energy			
Energy use (MWh)			
Total energy consumption	1 722.5	1 833.2	Δ 2 ●
Total energy consumption from nonrenewable sources	876.6	988.0	Δ ●
Nonrenewable sources in total energy consumption (%)	51	54	●
Total energy consumption from renewable sources	845.9	845.2	Δ ●
Purchased renewable energy	817.6	828.3	3 ●
Self-generated renewable energy	28.3	16.9	●
Renewable sources in total energy consumption (%)	49	46	●
Contractual instruments linked to purchased electricity (MWh)			
Total electricity consumption covered by contractual instruments	699.6	n/r	Δ ●
Electricity covered by bundled contractual instruments	167.8	n/r	●
Electricity covered by unbundled contractual instruments	531.8	n/r	●
Climate change mitigation			
Greenhouse gas (GHG) emissions (1 000 tCO2e)			
Gross Scope 1 GHG emissions	192.3	210.6	Δ ●
Gross market-based Scope 2 GHG emissions	14.9	29.8	Δ ●
Gross location-based Scope 2 GHG emissions	183.8	198.5	Δ ●
Gross Scope 3 GHG emissions	4 169.9	4 282.2	Δ 4 ●
Purchased goods and services	3 230.5	3 379.5	5 ●
Capital goods	230.8	212.8	5 ●
Fuel- and energy-related activities	88.2	96.6	●
Upstream transportation and distribution	165.0	166.8	●
Waste generated in operations	11.0	10.2	●
Business travel	163.8	128.4	6 ●
Employee commuting	80.1	84.7	●
Downstream transportation and distribution	50.2	62.0	6,7 ●
Processing of sold products	30.7	8.5	●
End-of-life treatment of sold products	46.3	55.1	●
Downstream leased assets	19.2	0.1	●
Investments	54.1	77.5	●
Gross Scope 3 GHG emissions calculated using primary data (%)	40	38	Δ ●
Total Gross GHG emissions market-based	4 377.1	4 522.6	●
Total Gross GHG emissions location-based	4 546.0	4 691.3	●
Greenhouse gas (GHG) emissions (1 000 tCO2e) - Target boundary			
Scope 1 and 2 GHG emissions from energy	200.0	233.3	Δ 9 ● ■
Supplier emissions covered by contracts that include environment criteria (%)	97	76	Δ ● ■
Scope 1 and 2 GHG emissions (SBTi)	202.1	235.7	Δ 10 ● ■
Scope 3 GHG emissions (SBTi)	4 047.4	4 207.5	Δ 11 ● ■
Scope 1, Scope 2 and Scope 3 GHG emissions (SBTi)	4 249.5	4 443.2	12 ● ■
GHG emissions intensity (tCO2e)			
Scope 1 and 2 GHG emissions per million USD sales	3.8	4.8	13
Carbon removal credits and certificates (1 000 tCO2e)			
GHG emissions covered by carbon removal credits	124.3	n/a	Δ ●
GHG emissions covered by biomethane certificates	70.8	n/a	Δ ●
GHG emissions covered by sustainable aviation fuel (SAF) certificates	4.9	n/a	Δ ●
Transition planning			
Internal carbon price (USD/tCO2e)	100	100	Δ ●
Capital expenditure deployed toward environmental sustainability (USD millions)	45.4	40.0	Δ ●
Pollution			
Pollution of air (t)			
Volatile organic compounds (VOCs)	87.6	86.8	1
Halogenated VOCs	0.2	0.7	
Non-halogenated VOCs	87.4	86.1	
Pollution of water (%)			
Own manufacturing sites meeting water quality standards	97	97	Δ 14 ● ■
High-risk suppliers meeting water quality standards	100	100	Δ ● ■
Water			
Water usage (million m3)			
Total water withdrawals	33.9	32.0	1
Surface water	9.8	9.9	
Ground water	20.8	18.1	
Third-party water	3.3	4.0	
Total water discharged	33.1	31.2	
Discharged directly to surface water	29.7	27.5	
Discharged via treatment	3.4	3.7	
Total water consumption	0.8	0.9	15
Water lost through evaporation or other destinations	0.8	0.9	
Total water consumption including water discharged via treatment (target definition)	4.2	4.4	16 ■
Waste			
Operational waste (1 000 t)			
Total waste generated	35.5	31.4	1
Total waste recycled	19.0	16.1	17
Non-hazardous waste recycled	12.6	11.5	
Hazardous waste recycled	6.4	4.6	
Total waste not recycled	16.5	15.3	■
Non-hazardous waste not recycled	5.9	4.9	
Incineration	4.7	3.7	
Landfilling	1.1	1.0	
Other disposal options	0.1	0.2	
Hazardous waste not recycled	10.6	10.4	
Incineration	10.2	10.1	
Landfilling	0.0	0.0	
Other disposal options	0.4	0.3	
Sites that have eliminated PVC in product packaging (%)	100	100	■

Metrics disclosed in: ● Report on Nonfinancial Matters ■ Update on Public Commitments | n/r: not reported | n/a: not applicable

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Social metrics

	2025	2024	
Workforce characteristics			18
Headcount	77 052	78 310	Δ ●
Full-time equivalent positions	75 267	75 883	Δ ●
Europe	34 073	34 152	●
Asia/Africa/Australasia	24 705	25 437	●
USA	12 556	12 603	●
Canada and Latin America	3 933	3 691	●
Turnover (%)	13	12	Δ ●
Voluntary turnover (%)	7	6	●
Nationalities - overall	138	138	
Gender representation (% female / % male)			
Headcount	52 / 48	52 / 48	Δ ●
Board of Directors	42 / 58	31 / 69	Δ ●
Executive Committee	20 / 80	18 / 82	Δ ●
Overall management	49 / 51	48 / 52	
Contract type (female / male)			19
Permanent	38 444 / 35 739	39 089 / 36 777	Δ ●
Temporary	1 486 / 1 364	1 262 / 1 143	Δ ●
Full-time	37 009 / 36 381	36 129 / 37 013	
Part-time	2 921 / 722	4 221 / 908	
Pay equity (%) – EPIC Pledge			
Gender representation (% female / % male) – Overall management (excl. US)	46 / 54	45 / 55	20 ■
Employees covered by regular pay equity study for total pay	16	n/a	21, 22 ■
Employees covered by transparency on how their total pay compares to the average total pay of their peers, including split by gender	14	n/a	23, 24 ■
Employees covered by analysis of potential bias for key human resource processes	25	n/a	25 ■
Mean pay gap	-1.7	-0.3	26
Employee development			
Annual average training hours per employee	4	n/r	27
Working conditions in our workforce			
Countries covered by living wage review	89	94	
Countries with cases of employees below the agreed living wage benchmark	2	2	
Cases of employee wages below the agreed living wage benchmark	9	99	
Employees represented by an employee representative body or covered by a collective bargaining agreement (%)	57	54	28
Health and Safety			
Employees covered by an internally validated HSE system (%)	99	99	Δ ●
Lost-time injury and illness rate (per 200 000 work hours)			
Employees	0.12	0.13	Δ ●
Third-party personnel	0.32	0.30	Δ 29 ●
Total recordable case rate (per 200 000 work hours)			
Employees	0.26	0.31	Δ ●
Third-party personnel	0.36	0.39	Δ 29 ●
Fatalities			
Employees	0	0	Δ ●
Third-party personnel	0	0	Δ ●
Contractors	0	0	Δ ●
Value chain due diligence			
External partners audited	74	53	
External partner engagements stopped due to risk assessment outcomes	22	30	
Remediation actions with external partners	3 120	2 615	
Human and labor rights remediation actions	191	302	Δ ●
Human and labor rights remediation actions overdue (%)	10	12	Δ ●
Patient health and safety			
Total GxP audits	848	809	30
Total inspections	140	138	Δ 31 ●
Inspections found to be acceptable (%)	100	100	Δ ●
Inspections related to clinical trial management and/or pharmacovigilance	23	21	
Number of inspections related to clinical trial management and pharmacovigilance that resulted in: entity voluntary remediation or regulatory or administrative actions taken against the entity	1	2	
Total inspections by the US FDA	4	9	
FDA warning letter	0	0	
Form 483	2	4	
Total recalls	7	4	Δ 32 ●
Class I recalls	0	0	●
Class II recalls	3	2	●
Class III recalls	3	1	33
Total recalls - US	0	1	
Access to medicines			
Patients reached (millions)	304	296	Δ ●
Patients reached through access approaches (millions)	30	30	34
Patients reached with strategic innovative therapies in LMICs	2 161 186	1 806 386	➤ 35 ■
Patients reached through flagship programs	25 880 574	26 310 195	➤ 36 ■
Investment in R&D for malaria and neglected tropical diseases (NTDs) (USD millions)	142	133	
New medicines launched with a global access strategy (%)	100	100	37 ■
Number of countries with community health initiatives launched	2	n/a	
Countries with products sold	118	118	Δ ●
Innovation			
Total projects in research and development	99	101	
Phase I / II	61	61	
Phase III	36	32	38
Registration	2	8	
Submissions (US, EU, JP, China)	29	29	39
Approvals (US, EU, JP, China)	29	20	40
New molecular entity (NME) approvals	2	0	
Animal research			
Animals needed to support research at own sites	241 420	230 924	41

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➤ 2025 data in scope for external limited assurance. The independent assurance report is available in the Update on Public Commitments 2025, page 6.

Governance metrics

	2025	2024		
Business conduct (%)				
Code of Ethics - Employees trained and certified	98	98	Δ	●
Anti-bribery - Employees trained	94	n/r		
Grievance mechanism				
Total allegations	1 116	1 834	Δ 42	●
Higher-risk allegations substantiated	745	921	Δ 42, 43	●
Discrimination, sexual harassment and other employee relations	19	16		●
Human and labor rights	0	1		●
Professional practices	56	41	44	●
Bribery and kickbacks	0	0		●
Dismissals and resignations related to higher-risk misconduct cases	81	64		
Political engagement (USD thousands)				
Lobbying expenditure				
US	5 166	4 538	45	
EU	3 076	2 267	46	
Political contributions				
Total political contributions	1 684	1 222		
US (Corporate)	884	545	47	
US (Political Action Committee)	272	227	48	
Switzerland	464	409		
Australia	58	38		
Japan	5	3		
Memberships in trade associations				
Global	57 219	52 820		

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Our operations metrics

	2025	2024		
Operations				
Operating sites	184	197	Δ	●
Manufacturing sites	31	33	Δ	●
Management system certification (%)				
Workers at manufacturing sites with a certified Health and Safety management system (OHSAS 18001 or ISO 45001 certification)	41	31	49	
Workers at manufacturing sites with a certified environmental management system (ISO 14001 or Eco-Management and Audit Scheme (EMAS) certification)	41	31	49	
Manufacturing sites with a certified quality management system (ISO 9001 or ISO 13485 certification)	75	n/r		

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Endnotes

- 1 Environmental data for the current year is based on actual performance data from January to September, with estimates for October to December, unless indicated otherwise. Any significant deviations from actuals data against these estimates will be restated for 2025 in our Report on Nonfinancial Matters the following year. 2024 reflects full year actual data.
- 2 Energy data was reported in gigajoules in previous years. Total energy consumption updated to include energy from our transport fleet.
- 3 Reflects purchase of electricity that can be attributed to renewable sources in line with RE100 technical criteria.
- 4 Novartis discloses Scope 3 emissions categories that are considered relevant in 2025.
- 5 Based on actual data from January to November, with estimates for December.
- 6 Calculated using 12-month actual data.
- 7 Downstream transportation and distribution emissions for 2024 were restated for a correction to the calculation methodology and decreased from 92 to 62 kilotons of carbon dioxide equivalent (ktCO2e).
- 8 Excludes emissions generated at the Novartis entities Abadia Retuerta in Spain and Mariana Oncology in United States.
- 9 Excludes emissions from process and fugitive sources.
- 10 Excludes emissions from fugitive sources, in line with the SBTi Corporate Net-Zero Standard.
- 11 Scope 3 calculations for Categories 1 and 2 are based on 11 months of actual data (Jan–Nov) with December figures estimated. Categories 6 and 9 are based on actual data for the full reporting year.
- 12 Excludes emissions from investments and categories not considered applicable to our business model and strategy in 2025, in line with the SBTi Corporate Net-Zero Standard.
- 13 Based on gross market-based Scope 2 GHG emissions.
- 14 Assessment based on water quality maturity ladder for internal/external suppliers: Level 1: training, legal compliance; Level 2: quantification and risk assessment; and Level 3 (PEC/PNEC<1); PEC: Predicted Environmental Concentrations, PNEC: Predicted No Effect Concentrations.
- 15 Total volume of water withdrawn by an organization, less any water discharged outside of the site boundaries through municipal waste water systems or directly to aquatic environments. This definition was changed in 2024 to align with the GRI water reporting standards.
- 16 Target water consumption includes water discharged via treatment and water lost through evaporation or other destinations.
- 17 Waste recycled also includes waste disposed with energy recovery achieving a calorific value above >22 GJ/t. (e.g. solvent waste).
- 18 Novartis makes employment decisions based on merit and relevant job-related factors, including the skills, qualifications, and experience of the individual, without regard to sex/gender, race, ethnicity, or any other legally protected or personal characteristics unrelated to the job. As a global company, Novartis is committed to complying with all applicable laws, regulations, and standards in the jurisdictions where we operate, and our policies and practices may vary accordingly to reflect local legal and regulatory requirements.
- 19 Novartis made a public pledge in 2018 and renewed in 2023 with the United Nations' Equal Pay International Coalition (EPIC) to help close the overall gender pay gap.
- 20 United States-based employees of Novartis, as well as US citizens working outside the US for any Novartis affiliate, do not participate in the gender representation in management aspect of the EPIC pledge but the US does participate in all other facets of EPIC, with the goal of ensuring all our employees are given equal pay for equal work, consistent with applicable law. The 2024 figure was first disclosed in FY25 to ensure historical comparability. Management comprises employees from Level 5 to the ECN.
- 21 Total pay for the purpose of these targets is defined as a minimum of base salary, short-term incentives and long-term incentives. Some countries may apply a broader definition where legally required per local law or operationally feasible. In the United States, these studies are referred to as Equal Employment Opportunity (EEO) Pay Analyses.
- 22 Excluded are countries for which the Novartis methodology for internal pay equity studies is not consistent with local requirements.
- 23 Total pay for the purpose of these targets is defined as base salary, short-term incentives and long-term incentives.
- 24 Where data is available, the cohort size is >5 and this practice is permitted by applicable law.
- 25 Applicable for employees in legal entities >100 employees; HR processes include: hiring, performance, career progression/promotion and exit. Analysis is based on Headcount as of April 1, 2025. Novartis makes employment decisions based on merit and relevant job-related factors, including the skills, qualifications, and experience of the individual, without regard to sex/gender, race, ethnicity, or any other legally protected or personal characteristics unrelated to the job. As a global company, Novartis is committed to complying with all applicable laws, regulations, and standards in the jurisdictions where we operate, and our policies and practices may vary accordingly to reflect local legal and regulatory requirements.
- 26 Calculation uses prior year salary data.
- 27 Reflects only hours of mandatory training assigned to all Novartis internal employees.
- 28 Scope generally considers non-management employees only.
- 29 The lost-time injury and illness rate and the total recordable case rate for third-party personnel were restated for 2024 due to a misclassification in workforce data.
- 30 Includes internal and external audits.
- 31 The total inspections metric for 2024 was restated after an omission in source data was identified and increased from 124 to 138.
- 32 Total recall metric includes a 'clinical recovery / clinical trial recall which is not classified as Class I, II or III, as the market action did not relate to any commercial product. There was one instance of this in 2024, and one in 2025.
- 33 Class III recalls are not likely to cause adverse health consequences.
- 34 Includes patients reached with medicines through Novartis Global Health, as well as patients reached through support programs, emerging market brands and donations.
- 35 Low- and middle-income countries (LMIC) are outlined in Novartis sustainability-linked bond Final Listing Prospectus Annex A (<https://www.novartis.com/sites/novartiscom/files/20200921-slb-final-listing-prospectus.pdf>). Strategic innovative therapies include Entresto, Lucentis, Cosentyx, Jakavi, Promacta and others. New therapies may be added to this list on an annual basis subject to management's approval.
- 36 Novartis flagship programs: malaria, leprosy, Chagas disease and sickle cell disease.
- 37 Excluding cell, gene and radioligand therapies (RLT).
- 38 Includes projects that have achieved First Patient First Visit (FPFV) in a Phase III study but not yet filed in the US, EU, Japan or China.
- 39 Includes small molecules or biologics; new fixed-dose combinations of existing active pharmaceutical ingredients (APIs); and new target indications, defined as new disease or new line of treatment (e.g., first line vs. second line).
- 40 Includes NMEs such as small molecules, biologics; in the EU, new fixed-dose combinations of existing APIs.
- 41 This metric has been calculated using a new methodology in 2025 and counts animals bred and purchased during the reporting period, but excludes the starting inventory. The 2024 comparative data has been restated to reflect the new methodology.
- 42 "Total allegations" refers to allegations reported within each calendar year and have been restated to reflect reported allegations classified as misconduct after the end of the previous reporting period.
"Higher-risk allegations substantiated" refers to allegations closed within each calendar year and may also include allegations reported in previous years.
- 43 Listed categories reflect the allegation as determined by the SpeakUp Office. Investigations are conducted with reference to Novartis internal policies (and, as applicable, relevant laws and regulations); substantiation of an allegation indicates a violation of Novartis policy but does not necessarily imply a violation of law or regulation.
- 44 This metric was previously reported under the title "Doing business ethically".
- 45 More information can be found on the lobbying disclosure databases of the United States Senate (<https://ida.senate.gov/system/public/>) and the United States House of Representatives (<https://disclosures-clerk.house.gov/PublicDisclosure>).
- 46 More information can be found on the European Union Transparency Register (<https://transparency-register.europa.eu/>).
- 47 Increase in spend from 2024 to 2025 for US Political Contributions reflects a revised methodology which includes a new category of permitted spend for certain corporate political contributions.
- 48 The US Political Action Committee is a voluntary and nonpartisan organization.
- 49 Percentage of average FTEs working at our manufacturing sites (excluding R&D).