



# Thrive Together

**The culture, rewards and benefits**  
we offer our people



**September 2025**



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## Translation available in:

- Chinese
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# At Novartis we thrive together

As an organization spanning diverse geographies, functions and languages, we empower bright, curious minds to collaborate and do what they do best - to reimagine medicine. **At Novartis, you can do and be more than you may have thought possible as part of an inclusive culture created to help you thrive personally and professionally.**

## Collective impact

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Partner with people and teams around the world to solve the toughest healthcare challenges.

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## Personal experience

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Feel safe, well, valued and rewarded in an environment where differences are celebrated and embraced.

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## Inspiring growth

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Learn from everyone around you and explore countless opportunities to develop and grow.

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## Empowering purpose

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Play a role in reimagining medicine to improve and extend people’s lives.

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# We offer everything you need to be at your best

Throughout your career here, you'll be recognized for your contribution, celebrated for your achievements, and valued for who you are.

The rewards of being part of our team go far beyond pay and incentives. From learning and development to health and wellbeing. From flexible working to volunteering opportunities.  
**We support you to be at your best, at work and in life.**

## Compensation & Benefits

Competitive, fair pay and incentives along with wide-ranging and industry-leading benefits

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## Career & Development

Countless opportunities for learning, recognition, growth and career development

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## Care & Culture

A highly collaborative work environment where everyone can thrive

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## 02 Compensation & Benefits



# Compensation & Benefits at Novartis

Our philosophy is based on 5 principles. **We want you to stay with us and thrive with us.** That's why we're committed to offering you rewards that reflect your contribution to our strategy, performance and success.

## Competitive compensation

We believe our compensation should reflect the value of our talent.

## Balanced rewards

We aim to provide a balance of fixed pay, short-term and long-term incentives, including best in class global and local benefits.

## Pay for performance

We deliver market competitive compensation with the opportunity to receive enhanced incentive payouts for exceptional performance.

## Business ethics

We treat all employees fairly, in line with our EPIC pledge for pay equity, transparency, gender representation and removing historical salary bias.

## Shareholder alignment

We align personal contributions with the creation of shareholder value through our long-term incentive equity plans.







# Pay

## Your salary

We benchmark our salary ranges for each role against the market. Where your salary is positioned within the range is based upon transparent criteria such as your experience, skills and competencies. Annual salary reviews take place between January and March.

## Our Equal Pay International Coalition (EPIC) commitments

We are committed to treating all employees fairly and respectfully and have been members of the Equal Pay International Coalition (EPIC) since 2018. We achieved our original pledge commitments in 2023 (outlined below) and continue to build upon our progress in this area.

- Monitoring pay equity with global consistency
- Removing bias from the system
- Providing pay transparency
- Maintaining gender representation in management

Learn more at [novartis.com/about/inclusion/promoting-inclusion](https://novartis.com/about/inclusion/promoting-inclusion)

*\*US-based affiliates of Novartis do not participate in the gender representation in management aspect of the EPIC pledge, but the US will continue to participate in all other facets of EPIC, with the goal of ensuring all our employees are compensated fairly based solely on job-related factors, consistent with applicable law. Our hiring practices are and will continue to be consistent with applicable law and based solely on merit and relevant job-related factors, without regard to sex/gender or any other protected characteristics.*



# Bonus and equity

## Short-term incentive (Bonus)

We want everyone at Novartis to share in our financial success. Each year, we pay our employees bonuses based on their contributions to business, team and individual objectives. We call it our Short-Term Incentive (STI) plan. Your STI target is a percentage of your annual base salary (depending on your location and level) and is paid in cash.

The amount paid out under the STI plan is based on our performance as a company and the impact you have as an employee. A small number of people who have gone above and beyond receive an exceptional impact award each year. This means a higher multiplier is applied to their payout than other employees.

When evaluating your impact, we consider various factors including:

- Achievement of personal objectives
- Role modeling of Novartis values and behaviors
- Contribution to the success of others

## Long-term incentive(Equity)

As an employee, you may be eligible for our annual Select Awards Program. Eligibility is based on the level and location of your role.

The Select Awards Program gives you the opportunity to build an ownership interest in Novartis and share in our future growth. These awards are a percentage of your annual base salary and paid in Novartis equity. Some employees who are identified as critical to delivering our business strategy, receive an above-target award via an award multiplier.

The shares awarded mature in phases, one third per year for three years. After they have matured, you can sell or continue to hold your shares.

## Field force incentive

Our Sales employees receive field force incentives instead of the STI bonus. The scheme encourages and rewards strong sales performance that embodies the right Values & Behaviors, in line with our policies and Code of Ethics.

Our international incentive guidelines are based on five guiding principles: ambitious, fair, competitive, differentiated and compliant. Payouts are based on territory sales performance and are paid quarterly.



# Global and local **benefits**

You help us solve some of the world's toughest healthcare challenges. **We support you to be at your best, at work and in life.** On this page, you can find details about some of the competitive global benefits everyone at Novartis enjoys. In addition, we offer a huge variety of country specific benefits.

## **Wellbeing benefits**

Access a wide range of tools and resources to help you nurture your wellbeing, so you can be your best at home and at work.

(See page 19).

## **Retirement, health and welfare plans**

Enjoy attractive retirement benefits aligned with local social security requirements. We also offer life and illness financial protection for you and your family.

## **Medical and life insurance**

We offer medical and life insurance depending on local country plan.

## **Parental leave**

If you become a parent through birth, adoption or surrogacy, we'll offer you at least 14 weeks paid parental leave. This applies to every new parent at Novartis.

## **Recognition programs**

Our Global recognition program, Spark, empowers you to spontaneously recognize your colleagues anywhere across Novartis by sending a thank you e-card or by awarding them monetary points to use personally or donate to charity.

In addition, our business units operate their own annual award programs  
(see next page).

## **Business travel insurance**

As an employee, you're covered by our insurance whenever you travel on behalf of Novartis. We also provide emergency assistance via international SOS.

## **Share purchase plan\***

Our Employee Share Purchase Plan (ESPP) allows our people\*\* to build an ownership in Novartis by buying shares at a 15% discount.

*\*Available according to local regulations.  
Eligibility rules may vary in some countries due to local legislation, policy and requirements.*

*\*\*Employees of Novartis with either a permanent contract or an employment agreement directly with a Novartis affiliate.*



# Business Unit Annual Awards

**We love recognizing and celebrating each other's successes.**

These Business Unit specific awards are in addition to our global recognition program. Check out some of the internal awards we have to further recognize our people\*.



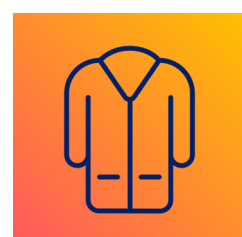
## Biomedical Research Awards

Celebrates **Biomedical Research teams** who collaborate across boundaries to tackle science, culture and operational challenges/gaps.



## Sales Award Programs

Celebrates **customer-facing employees** who go above and beyond in terms of performance, values and behaviors, and embodying the culture of Novartis.



## Novartis Vision, Innovation, Value & Achievement (VIVA) Awards

Celebrates **R&D bench scientists** who make an exceptional contribution in research, innovation or operational excellence.

*\*Employees of Novartis with either a permanent contract or an employment agreement directly with a Novartis affiliate.*







## 03 Career & Development

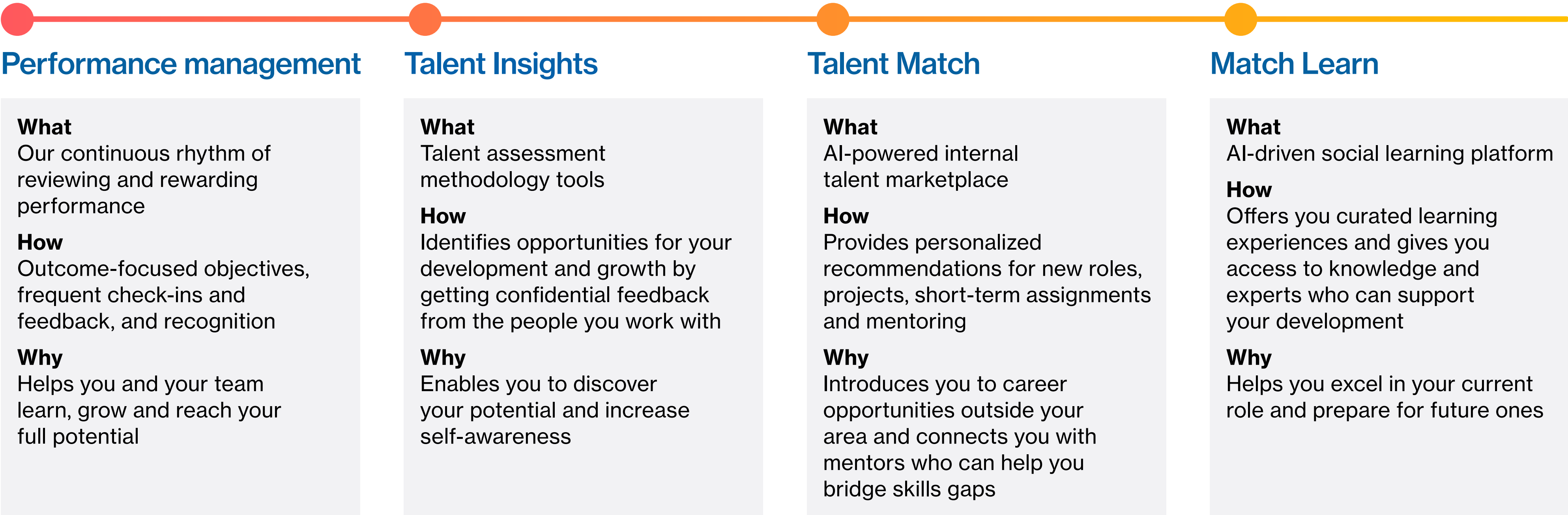


# Your career journey

**Where and how do you want to grow?** New role, bigger project, different unit or function? Deepening your expertise or pursuing a fresh career path? Mastering an emerging technology before anyone else?

There are countless opportunities for you to develop here, whether it's up, across or outside your comfort zone. Whatever your role, you'll always be surrounded by people you can learn from and admire.

## Our career development toolkit





# Leadership development

**Leaders play a vital role in driving our growth and helping us to thrive.**

To help our leaders keep performing at their best, we aim to make leadership development a part of everyday life.

## What support looks like

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### **Foundational programs**

Supporting leaders at a key moment in time on their career journey.

### **Everyday**

Continuous learning and growth, through solutions that support our people in their work.

### **Targeted interventions**

Addressing business-specific needs.

### **Team effectiveness**

Targeted support and tools for all that help teams harness their diverse skills, collaborate more effectively, and keep performing at their best.

## 360° assessment

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Reach your full potential with our validated models, designed to help you deep-dive into your strengths and growth areas.





# Mentoring and coaching

**At Novartis, we offer everyone targeted and personalized support to help you achieve your professional development objectives, through external an external coaching engagement.** Currently, we have access to over 2,000 coaches via our external partner, BetterUp, so you can find the coach that's right for you.

## Find a coach

Our specialist coaching partner, **BetterUp**, is here to help you get the support and guidance you need to achieve your goals and ambitions.

**BetterUp** has more than 2,000 qualified coaches speaking 34 languages, so you can find the coach that's right for you.

## Our Internal Coaching Network, Empowering Growth.

Novartis offers a self-organized Internal Coaching Network (PowerUp), a unique resource for professional development. All colleagues are certified coaches and provide guidance and support tailored to your needs. You can either become a coach or find one to help you navigate your career and personal growth.

## Build your coaching skills

Develop your coaching skills with **Coach2Grow**, a 6-week structured development experience for managers. Through a combination of self-led skill-building, safe practice, coaching at work and reflection with your peers, you'll develop skills in three key areas:

- **Being Present**
- **Asking Powerful Questions**
- **Listening to Learn**

## Mentoring: Unleash your potential

Novartis Mentoring through our internal **Talent Marketplace** connects you with mentors from across Novartis who can provide valuable insights. Use **Talent Match** to find the perfect mentor for your personal and professional journey. You can also become a mentor and inspire others while enhancing your own leadership skills.





## 04 Care & Culture



# Our Culture

**Our Culture is the way we do things in service of delivering on our strategic priorities aligned with our vision and purpose.** Our values are an integral part of the framework we use to recruit and develop people and assess and reward their performance.

<b>Our vision</b>	To become the most valued and trusted medicines company in the world	<b>Our purpose</b>	Reimagine medicine
<b>Our culture aspiration</b>	We want everyone at Novartis to be <b>inspired</b> by our purpose, <b>curious</b> about new ideas that can produce better outcomes for patients, empowered to be their best self and accountable ( <b>unbossed</b> ) to deliver our strategy and achieve individual and collective impact.		

**Our Values**

Inspired

Curious

Unbossed

Integrity

## Our Code of Ethics

Created by our people, for our people, our Code of Ethics underpins our values and sets out who we are, what we stand for, and the principles we hold ourselves accountable to. Put simply, it explains our commitments to doing what’s right for:

Patients	Our People	Business	External Partners	Society & Environment
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 [Click here to access our Code of Ethics](#)





# Leader expectations

## Lead and develop people

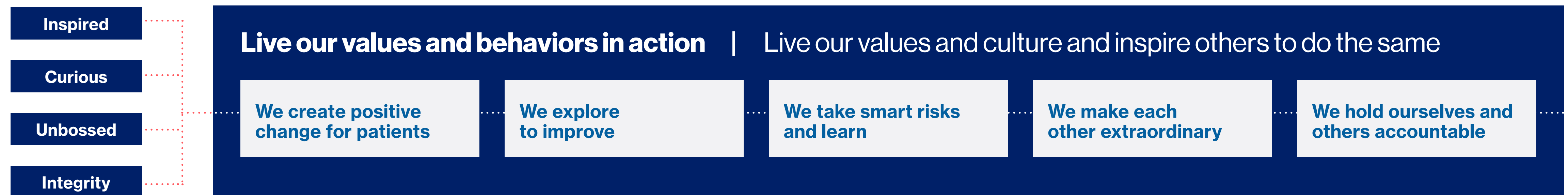
- Create focus and clarity to translate strategy into action.
- Empower people by giving and acting on feedback, removing barriers, and holding them accountable.
- Invest in people's growth and development to help them expand their impact.
- Build self-awareness, in service of and to maximize impact on others.

## Navigate complexity

- Enable impactful and fast decision-making.
- Identify key issues in complex situations, keeping focused on the big picture and adapting and prioritizing during change.
- Demonstrate long term vision by taking a broader view, thinking through indirect consequences and longer-term implications.

## Deliver collective impact

- Engage with others and integrate diverse perspectives from colleagues to achieve the best outcome for the enterprise.
- Demonstrate influence without authority, work and collaborate across boundaries.
- Challenge assumption, make decisions grounded in data.
- Build situational awareness, adapt leadership style to enhance impact of others and performance of team.





# Culture and People Experiences

When we can share who we are in the spirit of inclusivity – and understand, empathize, and learn from one another – we can generate new ideas, drive innovation and reach underserved communities.

## **We build and advance an inclusive workforce that understands the needs of all the communities we serve through:**

- Increased innovation via a global workforce that truly understands the needs of all the communities we serve around the world.
- Ensuring an inclusive talent lifecycle, enabled through P&O policies and processes.
- Inclusive practices embedded into business and leadership behaviors and accountability.

*All employment decisions at Novartis are based solely on job- related factors, including the skills, competencies and experience of the candidate, without regard to gender, race, ethnicity or any other protected characteristics under local law.*

## **We enable societal impact:**

- Through more robust solutions for patients and connection to a wider customer base through embedding inclusion practices in R&D and commercialization.
- Establishing trust in the Novartis brand and support for our diverse communities in society.





## Actions

- **We have publicly** committed to focus our efforts and promote racial, ethnic, cultural, disability, gender and LGBTQI+ diversity through pledges of WEP (Women Empowerment Principles), EPIC Pledge, United Nations Standards of Conduct for Business and Valuable 500.
- **We support** equal career opportunities by offering equal parental leave, flexible working and building expertise to support an inclusive talent pipeline and workforce.
- **We democratize** access to career development through professional growth and development programs, partnering with HBA (Healthcare Business Women Association).
- **We develop** best-practice solutions to enable People with Disabilities to participate as equal members of our organization, by working with external partners including the International Labor Organization's Global Business and Disability Network.
- **We provide** an inclusive workplace that empowers all of our people to achieve their full potential through inclusive leadership and communities of belonging.
- **We partner** with organizations and networks such as MyGwork, PGLE (Partnership for Global LGBTQI equality), PurpleSpace and Business Disability Forum to listen, learn, create action and influence society.

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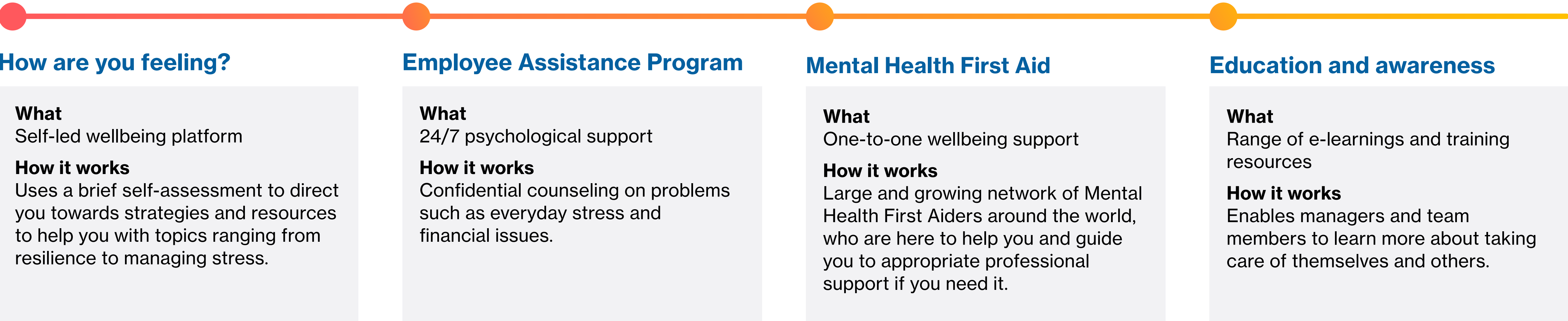
## Key Fact

In 2018, we became the first global pharmaceutical company to support the United Nations Standards of Conduct for Business to tackle discrimination against employees who are lesbian, gay, bisexual, transgender, queer and intersex (LGBTQI).



# Health and wellbeing

If we want to take care of our patients, we also need to take care of ourselves. **That's why we offer a wide range of tools and resources to support your mental health and wellbeing.**

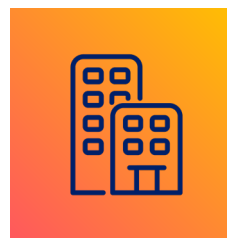




# Flexible working

**We're committed to maintaining work-life balance and we strive to provide opportunities for you to be flexible about when and where you work.** At the same time, we believe in creating time and space to meet in person, as it helps us learn, grow and work together more effectively.

## What does this look like for you and your team?\*



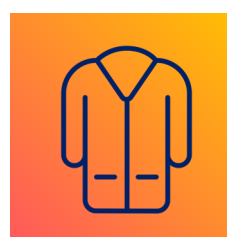
### Office

Balance of in-person and virtual working, with an average of 12 days a month on site



### Manufacturing

On site every working day, using facilities only available at Novartis



### Lab

On site every working day, using facilities only available at Novartis



### Field

Connecting with team at least once a month but mostly working with customers

*\*Subject to local consultation as applicable*





# Employee Resource Groups

Looking to connect with colleagues with shared interests, experiences and perspectives? We encourage everyone at Novartis to join one of our Employee Resource Groups (ERGs).

ERGs are driven by inspired employees with a shared vision and purpose and engage in business-relevant topics and cultural development. They make the various aspects of inclusivity, belonging and culture tangible to everyone. All employees are eligible to join and participate in any ERG.

Novartis  
has 100+  
ERGs

- Gender
- LGBTQI+
- Disability
- Community & Caretakers
- Health & Wellbeing
- Environment
- Skills & Tech
- Generations
- And lots more...

*“One of the unexpected learnings we’ve had as we’ve unbossed the organization is how it’s remarkable when our employees come together on topics they deeply care about and identities that they share - how much impact they can have. The ERG community has been remarkable in this respect.”*

**Vas Narasimhan**  
Novartis Chief Executive Officer





# Giving and volunteering

**We want you to be able to make an impact on society's biggest challenges and unmet needs.** When you want. Where you want. How you want.

## How our Giving & Volunteering program works

- No upper limit on number of volunteering hours on company time
- No line manager approval needed
- Participation open to eligible associates under a permanent contract or other employment agreement directly with Novartis.

Access giving and volunteering opportunities posted by other Novartis employees

**OR**

Access giving and volunteering opportunities posted by external partners

**OR**

Post your own giving and volunteering opportunities





# Environmental, Society and Governance initiatives

**We are always striving to reduce our environmental footprint and make our medicines accessible to as many people as possible.** It's an undertaking we can all be proud of – and every one of us plays a part.

## Our ambition

We aim to be the Pharma industry sector leader in the areas where we can have the most impact on people and society.

We aim to embed our most material topics into our core business model through innovation, to tackle serious diseases and broaden access to our medicines.

We aim to perform well as a responsible business with respect to the culture we create at work, environmental sustainability and standards of ethics and governance.

## Our framework

Our biggest impact is on our most material topics, driving equity in health while performing well as a responsible business.

### Innovation & Access to Medicines

- Pipeline of new medicines addressing unmet medical and social needs
- Broad access to our medicines, including underserved populations
- Dedicated Global Health unit

### Human Capital

- DEI
- Culture
- Talent

### Environmental Sustainability

- Climate
- Water
- Waste

### Ethical Standards

- Ethics
- Compliance
- Human rights

For more information on our targets, see <https://www.novartis.com/esg/reporting/targets>



# Top global employer

**We are widely recognized** for our inclusive culture and great work environment and best-in-class rewards offering.



#6 on BioSpace's 2023 list of best places to work



Most attractive employer for natural sciences students in Switzerland



Included in the Bloomberg Gender Equality Index 2020-2023



#43 for Gender Equality globally in 2023



Achieved a top 5% S&P Global ESG Score in 2023



#6 World's Most Admired Pharmaceutical Company



Part of Science Magazine's Top 20 Employers 2023



#5 in Refinitiv's Global D&I Index 2022



Included in Forbes 100 World's Best Employers 2023



Recognized as Stonewall Top Global Employer 2022 Silver Award



Awarded 8 Brandon Hall awards for learning in 2022



#4 in the 2022 Access to Medicines Index



Recognized with 15 Top Employer Awards around the world