Introduction
Novartis purpose

At Novartis, our purpose is to reimagine medicine to improve and extend people’s lives. Our strategy is to deliver high-value medicines that alleviate society’s greatest disease burdens through technology, R&D and novel access approaches.

Novartis sits at the intersection of cutting-edge medical science and innovative digital technology, enabling us to have an extraordinary impact on some of the world’s greatest health challenges.

We discover and develop breakthrough treatments and find new ways to deliver them to as many people as possible. We also aim to reward those who invest their time, ideas and resources in our company.

With over 100,000 employees, representing 158 nationalities in more than 160 countries, we form a community passionately dedicated to developing innovative medicines, and making those treatments more accessible around the world. Our culture invites the brightest minds from diverse backgrounds and empowers them to do what they do best – to reimagine medicine and improve patients’ lives. It connects us all back to our company purpose and helps us deliver impact.

We pride ourselves in making sure that our employees are rewarded for their commitment, skills, expertise and creativity. Unleashing the power of our people and inspiring them to be curious and unbossed is an integral part of Novartis culture.
Rewards philosophy
Rewards philosophy

We aim to attract and retain our outstanding talent, rewarding them according to their success in implementing the company strategy, their contribution to company performance and long-term value creation.

Our core priorities are:

- **Competitive compensation**
  Total compensation reflects the value of our global talent.

- **Pay equity**
  We commit to treating all employees fairly and respectfully.

- **Pay for performance**
  For sustained superior performance, actual total compensation delivered is targeted at market premium levels. For strong performance, compensation delivered is targeted around the market median.

- **Differentiated benefits and wellbeing programs**
  We aim to be market leaders in our offerings related to Health & Wellbeing, Learning & Development, Family Care, and Building Trust with Society.

- **Business ethics**
  The Novartis Values & Behaviors are an integral part of Total Rewards. They underpin assessment of impact for every employee’s Annual Incentive.

- **Balanced Rewards**
  We provide a balance of fixed pay and benefits versus variable compensation. Our incentive plans are linked to a mix of financial metrics as well as strategic objectives and values and behaviors.
Total Rewards at Novartis
Total Rewards

Our Total Rewards offering includes every way that our employees are rewarded for their time, talent, dedication and achievements.

This includes salary and incentives, benefits, work-life balance, performance and opportunities for personal and professional development.

Total Rewards include:

**Compensation**
Annual base salary, short-term incentive, and long-term incentive.

**Benefits**
Associate benefits and benefits-in-kind are generally non-financial compensation provided to employees in addition to their salaries and other monetary compensation.

**Professional development**
Career enhancement and development, including learning, training and professional recognition opportunities.

**Work environment**
Culture, leadership, diversity, equity and inclusion focus, work-life and employee wellbeing benefits, engagement and volunteering opportunities and environmental, social and governance initiatives.
Compensation
Annual base salary

Fixed compensation

**Annual base salary**
The level of annual base salary reflects each employee’s key areas of responsibilities, job characteristics, required experience and skill sets. It is benchmarked against the market median.

**Pay equity**
Pay equity is a fundamental principle of our employment policies and is reflected in our commitment to treating all employees fairly and respectfully, as outlined in our Code of Ethics. Our commitment to pay equity and transparency led us to join the Equal Pay International Coalition (EPIC) in 2018.

Learn more about our commitments on novartis.com/about/diversity-inclusion/equity

We have established a multi-year program to implement global principles and processes to ensure pay equity and transparency across all our countries of operation by the end of 2023.

**Our key actions include:**
- Use of objective internal and external benchmarking data to remove possible bias.
- Eliminating the use of historical salary data when making internal and external offers.
- Transparent communication of individual pay position compared to internal or external benchmark data.
- Establishing a robust pay equity analysis cycle based on a global methodology and remediate annually as appropriate.

**Annual salary review**
Our annual salary review takes place from January to March and is driven by our employees competencies, skills, performance and Novartis Values & Behaviors (V&Bs), and where they sit in the salary range.
Short-Term Incentive
and Long-Term Incentive

Rewarding annual performance
At Novartis, the Short-Term Incentive (STI) is a key vehicle through which employees are rewarded for their contribution to business, team and individual objectives, measured against collective company-wide performance and demonstration of impact created by employees.

Commonly known in the external market as a bonus, the Novartis STI plan is expressed as a percentage of the Annual Base Salary and is paid 100% in cash. It allows employees to share in the financial success of Novartis. The target percentage is defined by the relevant job band.

Annual performance and impact measures
The amount paid out under the STI plan is based on the employee’s STI target, the Business Performance Factor that represents the collective company-wide performance, and the impact delivered by the employee.

The level of impact created takes into consideration the achievement of an employee’s objectives, role modelling our Novartis Values & Behaviors and the employee’s contribution to the success of others.

The Select Awards Program
The Select Awards Program is our Long-Term Incentive program for our employees, subject to eligibility. The program is designed to provide eligible employees with the possibility of building an ownership interest in Novartis, sharing in our future growth opportunities. LTI payouts are expressed as a percentage of the Annual Base Salary and paid in Novartis equity, with a vesting period of three years. The payout ranges are defined by the relevant job bands and geography.

Equity vehicles (Restricted Shares or Restricted Share Units) received at grant are converted into unrestricted shares at vesting (three years from grant date) and can be sold thereafter.

NOTE
Novartis Top Leaders (NTL) and Sales employees have different compensation structures
Global benefits programs
Global benefits programs

Our employees enable Novartis to solve some of the toughest healthcare challenges and make an extraordinary impact on people’s lives. To inspire our people to realize their full potential, we offer a wide range of local benefits, enhanced by our global benefits.

Novartis Group aims to be among the best in the design and delivery of employee benefits, developing benefits that best support our business strategy and use the company’s global purchasing power to get the best deals for our employees. We also aim to be innovative and forward-thinking in our benefits, which supports our Novartis culture and determination to be a trusted leader in transforming the practice of medicine.

Some of our global benefits are included in this guide. Additional benefits may be available on a country-by-country basis.

**Xchange**

Xchange is a Novartis online platform that helps employees from all over the world connect in new ways. You can collaborate with colleagues, learn about new cultures and boost your foreign conversation skills and more.

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**Supporting your wellbeing**

We offer benefits ensuring your overall wellbeing (including mental, social, physical as well as financial wellbeing).

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**Global Business Travel Accident (BTA) insurance**

Our global BTA insurance provides our employees with insurance cover while they are travelling on behalf of Novartis. We also provide emergency assistance on business travel via International SOS.

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**Protecting health and life**

In addition to Global Business Travel Accident insurance, we also offer medical and life insurance plans at a country level to ensure you are protected.

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**Retirement, health & welfare plans**

Novartis retirement, health & welfare plans protect employees against the financial consequences of disability or death and provide attractive retirement benefits aligned with local social security.
Valuing our employees

Recognizing others

**Spark** is our global recognition program, through which anyone can recognise a colleague who has demonstrated behavior in line with our culture and values. The joy of recognition – both for those who give it and those who receive it – inspires, motivates and fosters collaboration and good relationships.

Our Spark program includes congratulatory e-cards and varied awards for spontaneous and timely recognition throughout the year.

Parental leave

Novartis employees, regardless of gender or sexual orientation, who become parents through birth, adoption or surrogacy, are offered a minimum of 14 weeks’ paid parental leave. This does not replace or change any local, legally mandated or prescribed parental leave benefits.

We support equity for birthing and non-birthing parents to make the right parental leave choices for their family.

Sharing in company success

Our new **Employee Share Purchase Plan (ESPP)** allows employees to buy Novartis shares at a 15% discounted price.

This ‘share in ownership’ is being rolled out across the globe, offering a flexible plan with no required holding period. A maximum contribution of 15% of Annual Base Salary or USD 21,250 or equivalent in your local currency is permitted per year.

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1. Not available in all countries according to local regulations. The eligibility rules may vary in some countries due to local legislation, policy and requirements.
Professional
development
Professional development

Novartis places great value on personal growth and professional development. Our culture allows each employee to take ownership of their career within the company.

We offer opportunities and resources to grow skills, capabilities and experience, so that our employees can reach their full potential and stay fully engaged throughout their career with us.

We are well known for the wealth of learning resources we provide. Our employees can tailor personal learning to their current and future roles, to their time and workplace. We want our employees to be unbossed and drive their own career progression, using the power of artificial intelligence to personalize career opportunities and learning for personal development.

Our Career & Development Resources help ensure Novartis continues to be a place where people grow, careers flourish and leaders are made.

### Go Big on Learning

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Details</th>
</tr>
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<tbody>
<tr>
<td>USD 100 million investment in addition to the normal annual training budget of USD 200 million</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Resource</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees used a digital awareness hub in 2021 to enhance their knowledge and skills in data science, artificial intelligence and related areas</td>
<td>16,000</td>
</tr>
<tr>
<td>Active users registered</td>
<td>47,000+</td>
</tr>
<tr>
<td>Courses completed</td>
<td>105,000+</td>
</tr>
<tr>
<td>Users maintained access to the Coursera friends and family program</td>
<td>15,000</td>
</tr>
</tbody>
</table>

In 2021, learning requirements reflected the change to more flexible working practices as well as greater demand for digital skills to support our strategy. Across both LinkedIn Learning and Coursera:

Across both LinkedIn Learning and Coursera:

- 47,000+ active users registered
- 105,000+ courses completed
- 15,000 users maintained access to the Coursera friends and family program
Professional development

Evolve
Our approach to performance management, is based on outcome-focused objectives, teamwork and frequent feedback to help individuals and teams grow, learn and reach their full potential.

Evolve’s continuous rhythm of Feedback, Check-ins and Team Retros enables us to stay focused on our impact, provides us with a clear picture of our progress and identifies where to focus more energy as we go.

My Potential
Our interconnected and comprehensive talent assessment approach enables our employees and leaders to discover their potential and increase their self-awareness. It gives them the possibility to deep-dive into their strengths and growth areas using validated models that reduce bias and promote fair assessment practices.

Talent Match
Enabled by artificial intelligence (AI), our talent marketplace Talent Match, provides personalized recommendations for new roles, projects, short-term assignments and mentoring.

With Career Planning in Talent Match, we put employees in the driving seat of their own development. They can gain visibility and transparency into possible careers outside their domain, uncover their skills gap to leverage opportunities and find mentors to help bridge them.

Match Learn
Offers personalized learning recommendations to support career development, allowing employees to follow experts and influencers and learn from each other via sharing, liking and promoting high quality learning resources.
Leadership development

Leaders play a vital role in driving, enabling and role modeling our aspired culture, and empowering employees to reimagine medicine.

We help our people to reach their full potential through focusing on self-awareness and enabling the power, passion and talent of all our people.

<table>
<thead>
<tr>
<th>U</th>
<th>Unbossed Leadership Experience</th>
<th>Feedback2 Feedforward</th>
<th>360 Leadership Perspective Tool</th>
<th>Coach2Grow</th>
<th>PowerUp Internal coaching</th>
<th>BetterUp External coaching</th>
</tr>
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</table>

**U | Unbossed Leadership Experience**

Focusing on self-discovery and personal growth with U.

Four areas of focus form the U experience:

1. **U | Grow** takes a fresh look at how we do things and how we grow, both personally and professionally. It enables behavioral shifts and self-awareness on how others see us, and how as a leader we can make a different impact on others.

2. **U | Build** continues the journey, with personalized support and development resources, aligned to the capabilities needed for key roles and strategic areas of the business.

3. **U | Connect** is a community where employees can share their experiences, connect with and learn from other leaders. They can join conversations, access resources and ultimately shape the Novartis culture.

4. **U | Explore** is a selection of self-serve resources that employees can access any time to enable their journey of self-discovery and support their leadership development.

The experience is integrated into daily work. Over 14 weeks, the employee will conduct regular, small and safe experiments that will test their assumptions and encourage them to explore new ways of working.

Leaders play a vital role in driving, enabling and role modeling our aspired culture, and empowering employees to reimagine medicine.
Feedback2Feedforward

Feedback2Feedforward is a learning experience open to all employees to provide the knowledge and space to practice skills of seeking, giving and receiving feedback, in a way that is future-oriented. Feedback2Feedforward can be experienced online or through live giving and asking feedback practice sessions.

360 Leadership Perspectives tool and process

Novartis offers the 360 Leadership Perspectives assessment for managers, key professionals and individual contributors to foster their individual development and growth. The process seeks and provides confidential feedback from people who work with the 360 participant.

Coaching

Coaching is a thought-provoking and creative process that inspires individuals to maximize their personal and professional potential towards growth. All our employees have the possibility to benefit from both internal and external coaching offerings.

Evolve conversations with Coach2Grow

Coach2Grow is a 12-week structured developmental experience designed to develop employee coaching skills, through a combination of self-led skill-building, safe practice, coaching at work and reflection with their peers. Coach2Grow provides a simple and practical way for managers to develop the regular practice of coaching by building three main skills: Be Present, Ask and Listen to Learn.

Lean in to the support of colleagues with PowerUp

PowerUp is a Novartis-wide, self-organized network of Novartis employees who are certified coaches. It offers:

- Professional coaching to all Novartis employees, through a structured coaching process
- Help for an employee’s journey of self-growth, by selecting the right coach to match their coaching needs and provide coaching to help reach their goals
- Personal and professional growth opportunities for both coaches and those they coach.

Focus on personal and professional development with BetterUp

As part of our commitment to ongoing personal development, we partner with BetterUp, a company specialized in coaching, to provide the developmental value of external coaching to more of our leaders and employees.

BetterUp has more than 2,000 qualified coaches who are able to listen, support and guide our people to work towards achieving their goals and ambitions. Through BetterUp, our people are able to partner with a coach that suits them and can connect anytime, anywhere.
Internal awards

Beyond the Novartis Spark recognition program, there are a variety of both individual and team professional recognition programs and awards across the various business units.

Some of our award programs are:

**Global Drug Development (GDD) STAR Awards**
The GDD STAR (Showing True Appreciation and Recognition) Awards are a way to globally recognize and celebrate outstanding individuals and teams whose work exemplifies the Novartis culture transformation, and contributes to our goal of reimagining medicine across six categories: Inspired, Curious, Unbossed, Driving Simplicity, Culture Role Model and People’s Choice.

**Novartis Vision, Innovation, Value & Achievement (VIVA) Awards**
Launched in 1998 for Research and Development bench scientists worldwide, VIVA recognizes exceptional contributions made by our employees working in R&D worldwide. The program fosters innovation and research as well as operational excellence across Novartis.

**Novartis Institute for Biomedical Research (NIBR) Team Awards**
Recognizes the amazing teams at NIBR that collaborate across boundaries to fearlessly tackle inspiring science, culture, and operational challenges.

**Sales Award Programs including the CEO Field Awards**
Recognizes and celebrates our top field (customer-facing) employees, who go above and beyond in terms of performance, values and behaviors, and embodying the culture of Novartis.
Work environment
Novartis culture

Our aspiration is to foster an environment where people can do their best work, value diverse perspectives, and ultimately bring their best self to work every day.

By transforming our culture to be more Inspired, Curious, and Unbossed, we believe that we can drive innovation, performance and reputation as well as enhance our people’s work experience. All Novartis employees are encouraged to be curious, self-aware, and live up to our Novartis Values & Behaviors that underpin our culture and expectations on how we work and interact with each other.

1. **Culture is our catalyst to innovation; here we live for impact**
   
   Our culture invites the best minds from diverse backgrounds and empowers them to do what they do best - to reimagine medicine and improve patients’ lives.

2. **Culture is alive**
   
   We live it through the way we show up and interact every day - we create it, we own it, we are it!

3. **Culture is our responsibility to role model**
   
   Whether you’re a Novartis newbie or an advanced associate, we all have the responsibility to influence how others see and are impacted by us.

4. **Culture is the thread that connects us**
   
   Spanning geographies, functions and languages, culture lies in the unspoken words. It connects us all back to our company purpose and helps us deliver impact.
Novartis Values & Behaviors

**Inspired**
Engage our people
Strive for patients
Live our purpose

- How do I inspire and encourage those around me?
- How do I keep patients and customers at the heart of what I do?
- How do I connect my personal purpose to Reimagining Medicine?
- How do I explore bold ways to power our purpose?

**Curious**
Learn
Be open
Be self-aware

- How do I seek out opportunities to experiment and learn?
- How do I invite and build on diverse ideas?
- How do I embrace feedback to grow, personally and professionally?
- How do I contribute to the collective success across all teams I work with?

**Unbossed**
Create clarity
Serve others
Own your actions

- How do I remove barriers for those around me?
- How do I provide and/or seek clarity?
- How do I empower those around me with compassion?
- How do I hold myself and others accountable?

**Integrity**
Be honest
Have courage
Do what’s right

- How do I make a conscious decision of what is right and wrong?
- How do I ask for help when faced with an ethical dilemma?
- How do I find the courage to speak up when things don’t seem quite right?
- How do I earn the trust and belief of others?
Hybrid working

We set out on our journey to new ways of working with a learning mindset, taking an experimental approach, and knowing that as the world continues to evolve, we need to evolve with it.

In most countries, freedom of movement is back to pre-pandemic levels, and people’s ability and desire to interact with each other has also returned.

Like many other companies, Novartis has learned that there is no replacement for spending time together in person. Based on internal and external insights, we are rolling out new guidance for our organization on hybrid working that prioritizes physical time together in teams to foster connectedness, develop our talent, stimulate creativity and drive innovation.

This will be effective in early 2023 or later, pending local consultations and country specific requirements (including local health and safety regulations).

Our purpose is to reimagine medicine. To do that we need to be the absolute best we can be, working in ways that unlock innovation growth and productivity.

Creating the time and space to come together regularly allows us to live and breathe our culture, which in turn helps us work more effectively and grow as individuals and as a company.
Diversity, Equity & Inclusion

At Novartis, we are committed to building a diverse, equitable and inclusive work environment where we can all belong, reach our potential and contribute to reimagining medicine for a better world.

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

Our commitments to Diversity, Equity & Inclusion are embedded in our Code of Ethics:

**Equity**
We will create a diverse, equitable and inclusive environment that treats all employees with dignity and respect.

**Inclusivity**
We will educate our people on inclusivity and provide all employees with equal opportunities to contribute to our company and advance their careers.

**Society**
We will listen to different communities with a learning mindset, to do what we can to contribute to building a world that is safer and more inclusive.

In 2018, Novartis made a public pledge with the Equal Pay International Coalition (EPIC) to achieve gender balance in management and further improve our pay equity and transparency processes by the end of 2023.

We were also 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). We provide a guide for employees and managers to support employees in gender transitioning.

Novartis is committed to promoting racial, ethnic and cultural equity both inside and outside the company. To operate successfully as a global organization, it is essential that our people reflect the rich racial, ethnic and cultural diversity of our markets. We want to ensure that everyone at Novartis has equitable opportunity to grow and develop. This commitment is reflected in the way we attract, hire and develop our people to combat bias, build expertise and assign resources to support a diverse talent pipeline and workforce at all levels of the organization.

We are also committed to ensuring equity and inclusion for people with disability. Our global approach seeks to enable employees with disabilities to thrive and ensures a work environment in which they are valued for their abilities and contribution to our shared purpose of reimagining medicine.

We work with external partners to identify and develop best practice solutions, including the International Labor Organization’s Global Business and Disability Network, the Center for Disability and Integration at the University of St.Gallen, and The Valuable 500.

We constantly seek to review and update our policies and guidelines, to ensure that everyone at Novartis has equitable opportunity to contribute to our company, fulfill their potential and advance their careers. Equal parental leave (see p. 14) and flexibility in the working environment (see p. 24) are two examples of how we seek to support our people in every way possible.

Through our professional growth and development programs (see p. 17), we are also democratizing access to career development, reskilling and upskilling. We know that our success relies on the energy, passion and diverse perspectives our people bring to the workplace. That’s why we encourage employees with shared interests, experiences and backgrounds to form voluntary communities called Employee Resource Groups (ERGs), which provide a forum to network with peers and ensure everyone’s voices are heard. There are more than 80 such ERGs at Novartis, including for LGBTQI employees, working parents, employees with disabilities, and other groups.
Employee Resource Groups

To address the important need for community and a sense of belonging, we provide opportunities to engage in our diverse Employee Resource Groups (ERGs), where employees with shared interests, experiences, and perspectives are given a chance to connect.

There are currently over 80 ERGs across the organization globally, which are open to all employees and play an essential role in sustaining an inclusive Novartis culture. Some of our ERGs include Toastmasters, PRIDE, Diversability, Parenting, Mindfulness, Women’s Groups, Books, Cultural Exchange groups and many more.

“One of the unexpected learnings we’ve had as we’ve unbosessed 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
Holistic wellbeing

We believe that the core elements of wellbeing – mental, physical and social - are connected, and cannot thrive in isolation. We optimize holistic wellbeing through our Energized for Life (EfL) program, to enable each associate to be inspired, curious and unbossed at work.

EfL embraces the latest wellbeing and performance science to support balancing of energy in our working days, to transform the way we feel, interact, create, and innovate.

By nurturing and supporting thriving mental, physical and social wellbeing, we empower employees to embody the fullest expression of themselves and reach their highest potential. We do our best work through being our best selves at work, reimagining medicine for patients in need.

**Person-centric support**
Our self-led on-demand wellbeing platform – ‘How are you feeling?’ – supports employees in a way that works for them. Built around wellbeing needs identified through a survey of our employees, it provides a wide range of strategies and tools to develop resilience, adaptability and energy management.

Person-centric, it also gives us a pulse check of the mental health and wellbeing of our employees, so that we can continue to iterate, customize and develop the tools, resources and support that are most needed at both a global and country level within Novartis.

**The Awakened Mind app**
A comprehensive platform offering scientifically proven mindfulness tools and resources for daily life, encouraging employees to become their best self every day and everywhere.

**The TignumX app**
A personal toolbox for sustainable high-impact strategies around mindset, nutrition, movement and recovery that can help employees focus on their wellbeing and unleash their potential when it matters most.

**Wellbeing training**
The 30-minute training aims to help employees implement mini-interventions that can enhance work-life balance, encourage curiosity as well as empower them to do what’s right for themselves and their teams to incite sustainable behavior changes.
Engagement & Volunteering

Novartis is empowering its people to volunteer on their own terms, choosing the time and skills they wish to share. This enables everyone to make a difference with civil society partners in a chosen community and make an impact on society’s biggest challenges and unmet needs.

Our approach to purpose-driven engagement enables anyone in Novartis to choose when, where and how they engage, which skills and expertise they wish to share and further develop, and the societal causes and beneficiaries they most care about.

| Key differentiators | No upper limit on the number of volunteering hours on company time | No line manager approval | Novartis employees can create their own Engagement & Volunteering projects | External partners have direct access to posting Engagement & Volunteering opportunities | Associate giving, crowdsourcing, matching funds and the future expansion to family, friends and Novartis retirees are on the roadmap |

1. Under a permanent contract.
Environmental, Social and Governance (ESG) initiatives

ESG topics are critical for delivering on our purpose of reimagining medicine and creating long-term value for our stakeholders and society.

Novartis integrates ESG priorities across its strategy with clear targets and reporting. We strive to make our medicines accessible to as many people as possible, while embedding ethics across our business, reducing our environmental footprint, and helping to address global issues.

Environmental sustainability

Our commitments and targets

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<thead>
<tr>
<th>Climate</th>
<th>Waste</th>
<th>Water</th>
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</thead>
<tbody>
<tr>
<td>Be energy and climate resilient</td>
<td>Minimize waste and increase material efficiency</td>
<td>Ensure sufficient and safe water by being a water steward wherever we operate</td>
</tr>
</tbody>
</table>

2025
- Become carbon neutral in own operations (Scope 1 and 2)
- Include environmental criteria in all supplier contracts
- Eliminate PVC in packaging (secondary and tertiary packaging; primary packaging when feasible)
- Reduce waste disposal by half
- Reduce water consumption by half in our operations
- Prevent any water quality impacts from manufacturing effluents

2030
- Achieve total carbon footprint neutrality (Scope 1, 2 and 3)
- Become plastic neutral
- Ensure all new products meet sustainable design principles
- Become water neutral in all areas
- Enhance water quality whenever we operate

2040
- Achieve net zero carbon emissions across our value chain
Leading the way on access and global health

Access to medicines is a core part of our ESG strategy and the area where we believe we can have the greatest impact. We not only discover and develop breakthrough therapies, but also aim to deliver them to as many people as possible.

We reached 56.2 million patients in 2021 through access approaches.

In line with our Novartis Access Principles, for all our new medicines, we systematically integrate access strategies into how we research, develop and deliver globally. Further, we issued a EUR 1.85 billion Sustainability-Linked Bond (SLB). The bond is the first of its kind in the healthcare industry and the first SLB incorporating social targets, with bondholders entitled to receive a higher amount of interest if Novartis fails to meet its access targets.

Novartis Access Principles

**R&D:** We systematically assess our product portfolio against the unmet needs of underserved populations and integrate these needs, as appropriate, into our drug discovery and development strategy. We aim to make our products available in countries with the highest burden of the disease to be treated.

**Affordability:** We aim to price our medicines based on the value they deliver to patients, healthcare systems and society. We work to make our medicines available by adopting innovative access and pricing models, taking into account local income levels, affordability barriers and economic realities.

**System strengthening:** We work with governments and other partners to lower barriers to healthcare delivery and support quality patient care in areas where we can have the greatest impact.
External recognition

We have been recognized externally for our culture and performance.

Novartis recognized as Stonewall Top Global Employer 2022 Silver Award

One of BCG’s Top 50 Most Innovative Companies.

Top 3 on Pharmaceutical innovation Index.

Part of the Science Top 20 Employers 2021.

Included in Forbes’ Blockchain 50 list in 2021.

Recognized with Learning Strategy Innovation Award 2019.

#3 World’s Most Admired Pharmaceutical Company. Novartis has been in the top 4 for the last 11 years.

One of Fortune’s World’s 25 Best Workplaces.

Best Companies to work for LGBT Equality since 2018 based on the Corporate Equality Index.

#2 in the 2021 Access to Medicines Index.

Ranked #36 among the Top 100 Companies for Gender Equality globally in 2021 based on Equileap.

S&P Global Sustainability Yearbook 2022 bronze medal recipient.

Included in the Bloomberg Gender Equality Index 2020 – 2022.