

# Novartis Life

Culture, benefits and  
rewards handbook



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# Introduction



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# 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 78,000 employees, representing 143 nationalities, 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.

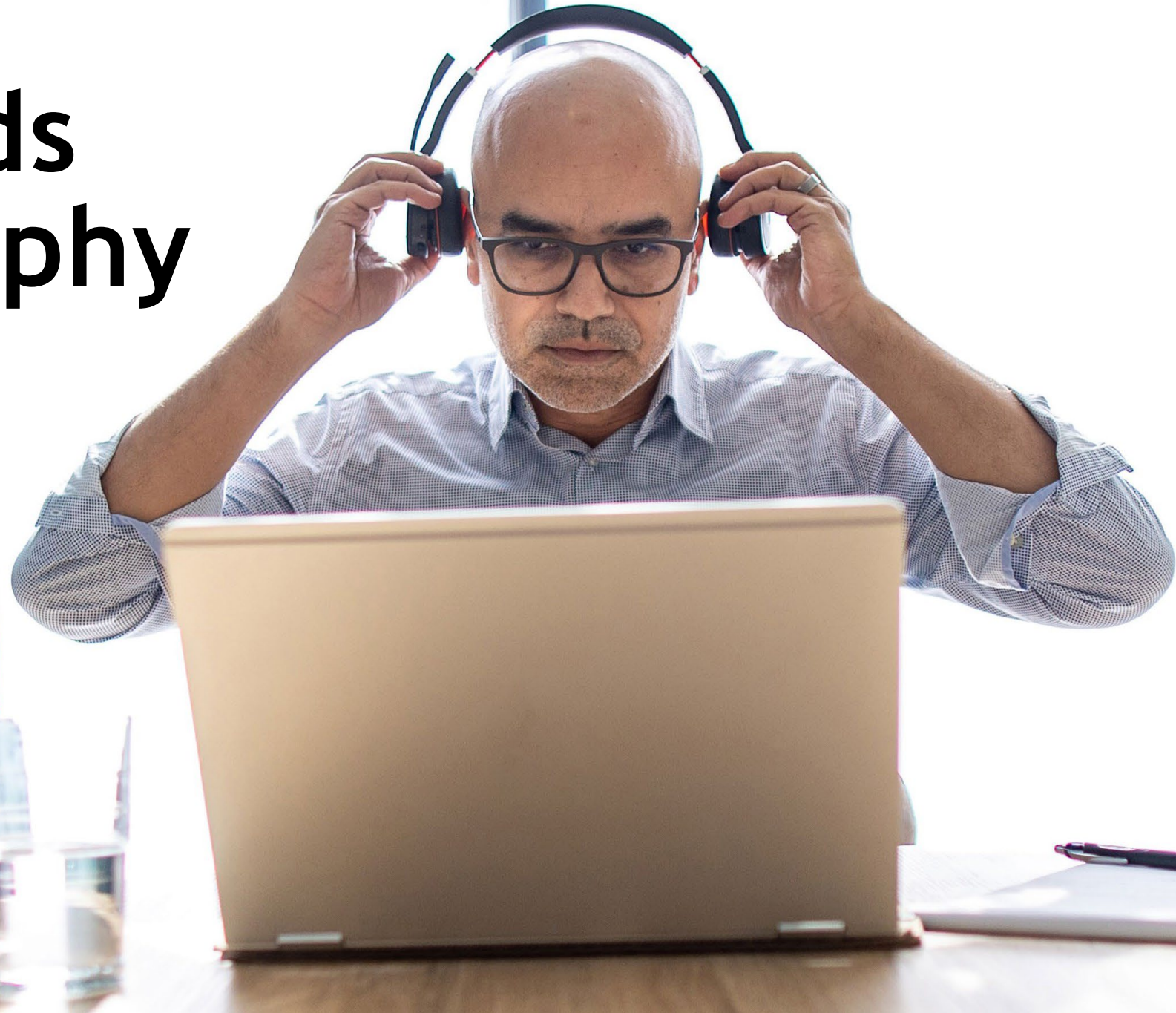
We pride ourselves in making sure that our people are rewarded for their commitment, skills, expertise and creativity. Unleashing the power of our people and inspiring them to be curious and unbossed is an integral part of Novartis culture.

>78,000  
associates

143  
nationalities



# Rewards philosophy



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# 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



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# Total Rewards

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

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

**Total Rewards include:**

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

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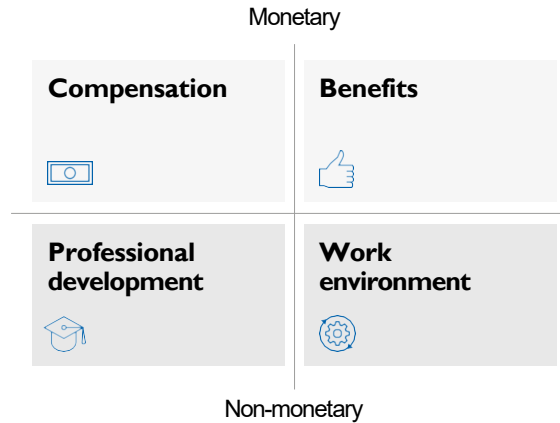
- ▶ **Benefits**  
Employee benefits and benefits-in-kind are generally non-financial compensation provided to employees in addition to their salaries and other monetary compensation.

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

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- ▶ **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



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# 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 level and geography.

## 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 LTI Select Awards Program

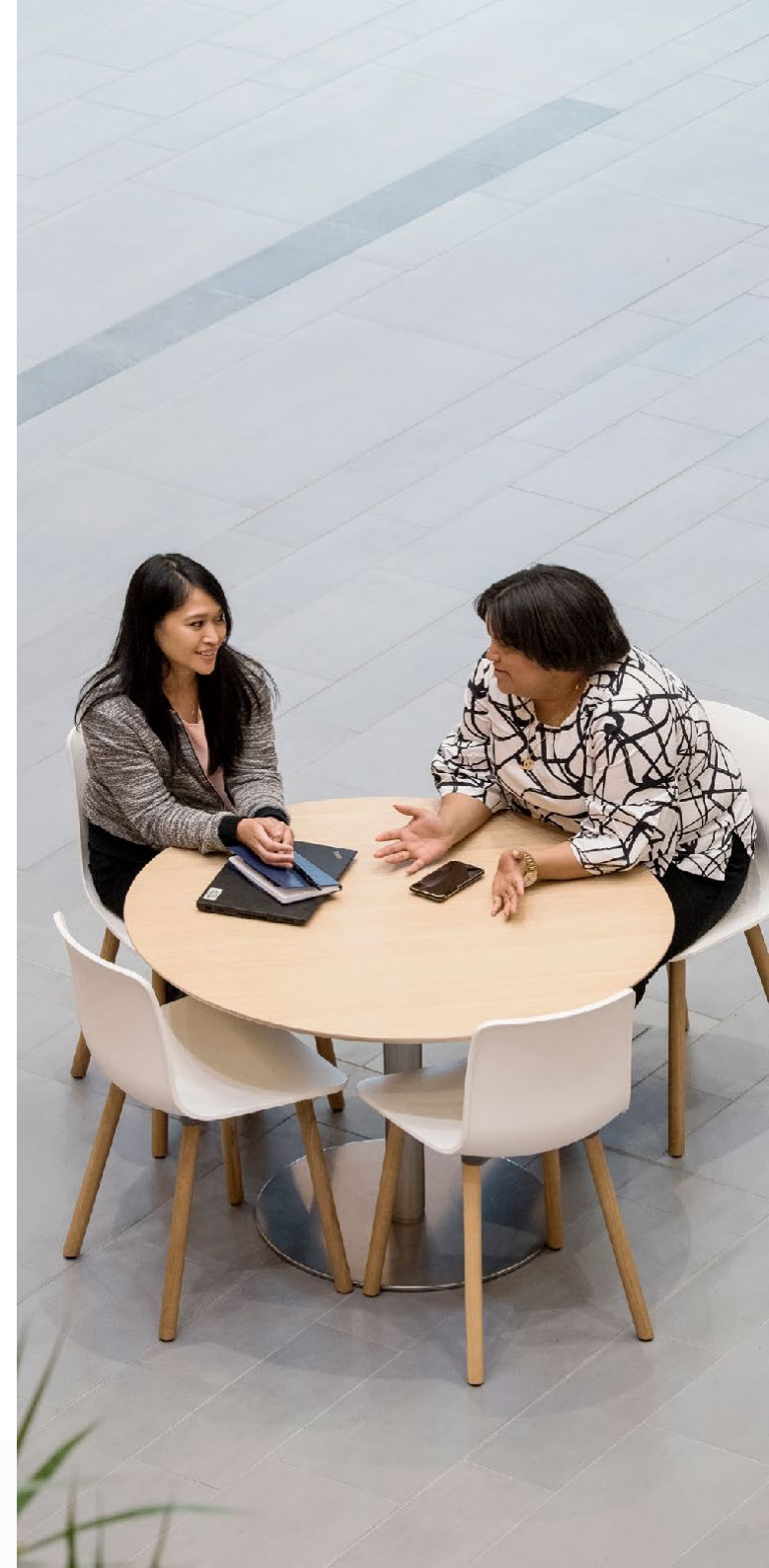
The Select Awards Program is our Long-Term Incentive program for our employees, subject to eligibility. It is a forward-looking award designed to provide eligible associates with the possibility of building an ownership interest in Novartis, sharing in our future growth opportunities.

LTI payouts are expressed as a percentage of the Annual Base Salary and paid in Novartis equity. This equity vests (matures) in a phased manner, one third per year for three years after the grant date. Once matured, associates can continue to hold or sell their shares.

The payout target for annual grants is defined by the relevant job level and geography. Additional funding is available to recognize and retain talent critical to delivering our business strategy.

### NOTE

Executives and sales employees have different compensation structures



# 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.

### 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.



### 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](https://www.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 make adjustments as appropriate.



# Global benefits programs



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# 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 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 are 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.

## Supporting your wellbeing

We support our people with the tools and resources to help you nurture your wellbeing, so that you can be your best self, at home and at work.

## Global Business Travel Accident (BTA) insurance

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

## 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.

## 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 **Employee Share Purchase Plan (ESPP)** allows employees to buy Novartis shares at a 15% discounted price.<sup>1</sup>

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.



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



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# Professional development

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

We offer opportunities and resources to grow skills, capabilities and experience, so that our associates 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 associates can tailor personal learning to their current and future roles, to their time and workplace. We want our associates 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 One Novartis Career & Development Journey



### Evolve

Our approach to performance management at Novartis is based on outcome-focused objectives, frequent check-ins and feedback, and recognition to help individuals and teams grow, learn and reach their full potential.

Evolve's continuous rhythm (process) 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 associates 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.



### 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 access to curated learning experiences to support you in your current role, develop your career, and prepare you for your future ambitions. The AI driven social platform enables you to access knowledge and the experts through new learning experiences targeted to you.





# Leadership development

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

## Leadership Development

**Leadership fuels our growth, and our leaders define our associate experience.**

Leadership development aims to enable leaders to effectively lead and inspire their teams. Novartis delivers leadership development that is integrated into everyday working life.

This includes:

- Targeted, needs-based solutions that are brought to life in leadership forums, business communications and in individual and team development conversations.
- Foundational programs that support leaders during key moments of transition and change.
- Proactive interventions that enhance our leadership community and sustain leader performance.

## Team Effectiveness

**Effective teams drive our performance by leveraging diverse skills, collaborating seamlessly and fostering innovation.**

Novartis offers dedicated support that empowers leaders and teams to take accountability for their collective development. All teams can access practical, bite-sized Team Booster activities to ignite sustainable development that drives team effectiveness.

## Coaching

Coaching aims to help individuals realize their potential and enables them to work through business challenges. All our associates have the possibility to benefit from both internal and external coaching offerings.

### Focus on your personal and professional development

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

BetterUp has more than 2,000 qualified coaches speaking 34 languages who listen, support and guide you towards achieving your goals and ambitions. Through BetterUp, you are able to partner with a coach that suits you and can connect anytime, anywhere.

### Evolve your conversations with Coach2Grow

Coach2Grow is a 12-week structured developmental experience designed to develop your coaching skills, through a combination of self-led skill-building, safe practice, coaching at work and reflection with your 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.

## 360° Tool and Process

Novartis offers a 360° 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.



# Work environment



# 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 include:

## **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.



# 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?



# 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.



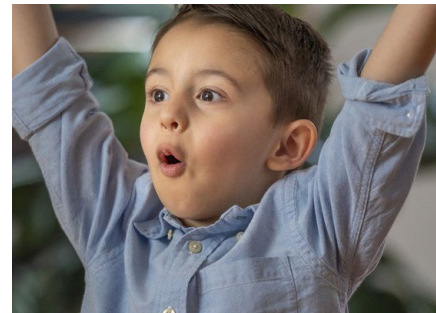
## 2 Culture is alive

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.



# Hybrid working

## Flexible working at Novartis

### 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 our development. Creating the time and space to come together in person 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.

### What does this mean for our people?

#### Office worker

roles require an appropriate balance of in-person and virtual working. As an office worker, you should prioritize an average of 12 days per month on site, with your team.

#### Lab worker

roles require use of facilities which are only available at the Novartis site. As a lab worker, you should therefore be on site every working day.

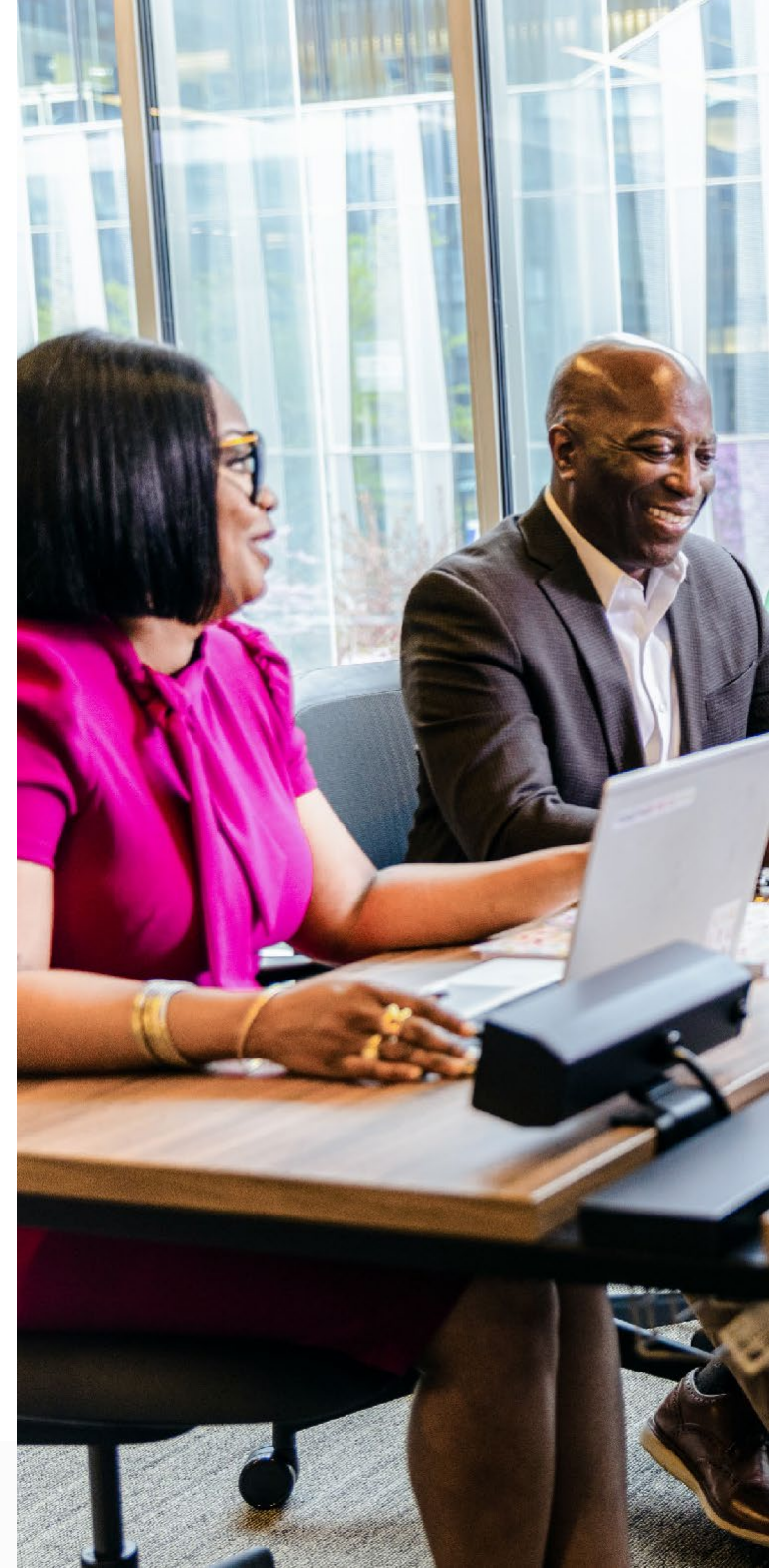
#### Manufacturing worker

roles require use of manufacturing facilities that are only available on the Novartis site. We therefore also ask our manufacturing workers to be on site every working day.

#### Field force

roles require that you spend most of your time with customers. We also ask our field associates to continue to connect as a team at least once per month.

Subject to consultations in certain markets



# 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 disabilities. 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 our hybrid working environment (see p. 22) 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 70 ERGs at Novartis, including for LGBTQI employees, working parents, employees with disabilities, and other groups.



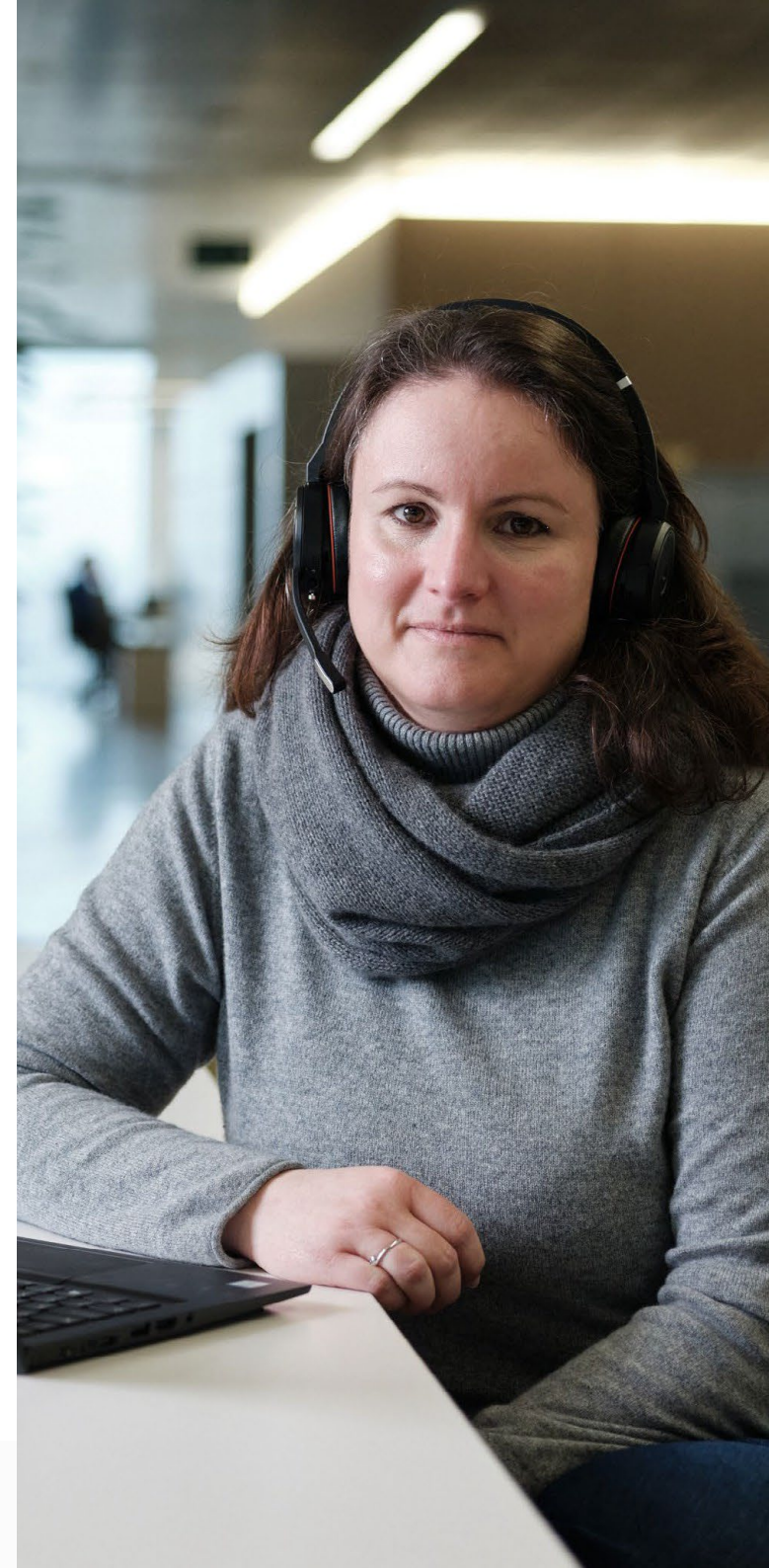
# Employee Resource Groups

**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 70 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 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**





# Holistic wellbeing

**At Novartis we believe in our duty of care to all our associates. Whilst we take care of our patients and clients, we also need to take care of ourselves. We do our best work through being our best selves in our lives and in our work. Our ambition is to take outstanding care of our people creating sustainable impact by prioritizing their mental health.**

We provide associates with access to a wide range of global tools and resources to support your mental health and wellbeing.

## How are you feeling?

Our Novartis self-led wellbeing platform 'How are you feeling?' uses a brief self-assessment to direct you towards strategies and resources tailored to your needs. Topics within the app include developing resilience and managing stress.

## The 'Awakened Mind' app

Awakened Mind is an external comprehensive platform, offering scientifically proven, guided mindfulness resources to support you in maintaining your mental, emotional and physical health. The app houses a range of programs designed to guide you through your mindfulness journey and help you develop a personal practice that works for you, at your own pace.

The app includes:

- A learning center
- A library of 300+ guided meditation tracks linked to the various programs in the learning center. You can also find the meditations categorized by skills.
- 300+ Neurosync™ tracks. Neurosync guides your brainwaves into desired states of mind simply by listening to music and sounds. The library offers tracks to support sleep, stress, focus, meditation and more.
- The ability to chart your progress, pick up where you left off, and get bite-sized sessions of mindfulness without taking too much time out of your schedule. You can also track your process by recording your meditation time with Apple Health.

## Education and awareness

We offer learning opportunities for associates and leaders to build knowledge, curiosity, and confidence to take care for ourselves, each other and our teams. These include our Wellbeing at Work Program and our Mental Wellbeing Foundation Training. On demand webinars with external speakers are also hosted periodically.

## Mental Health First Aid

MHFA is a training program provided in collaboration with Mental Health First Aid Australia and their licensed partners in 24 countries. Novartis Mental Health First Aiders are equipped with the skills and confidence to have supportive confidential conversations with co-workers and peers, and guide them to the appropriate professional support if needed.



# 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 our people<sup>1</sup> 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

Novartis Engagement & Volunteering program



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



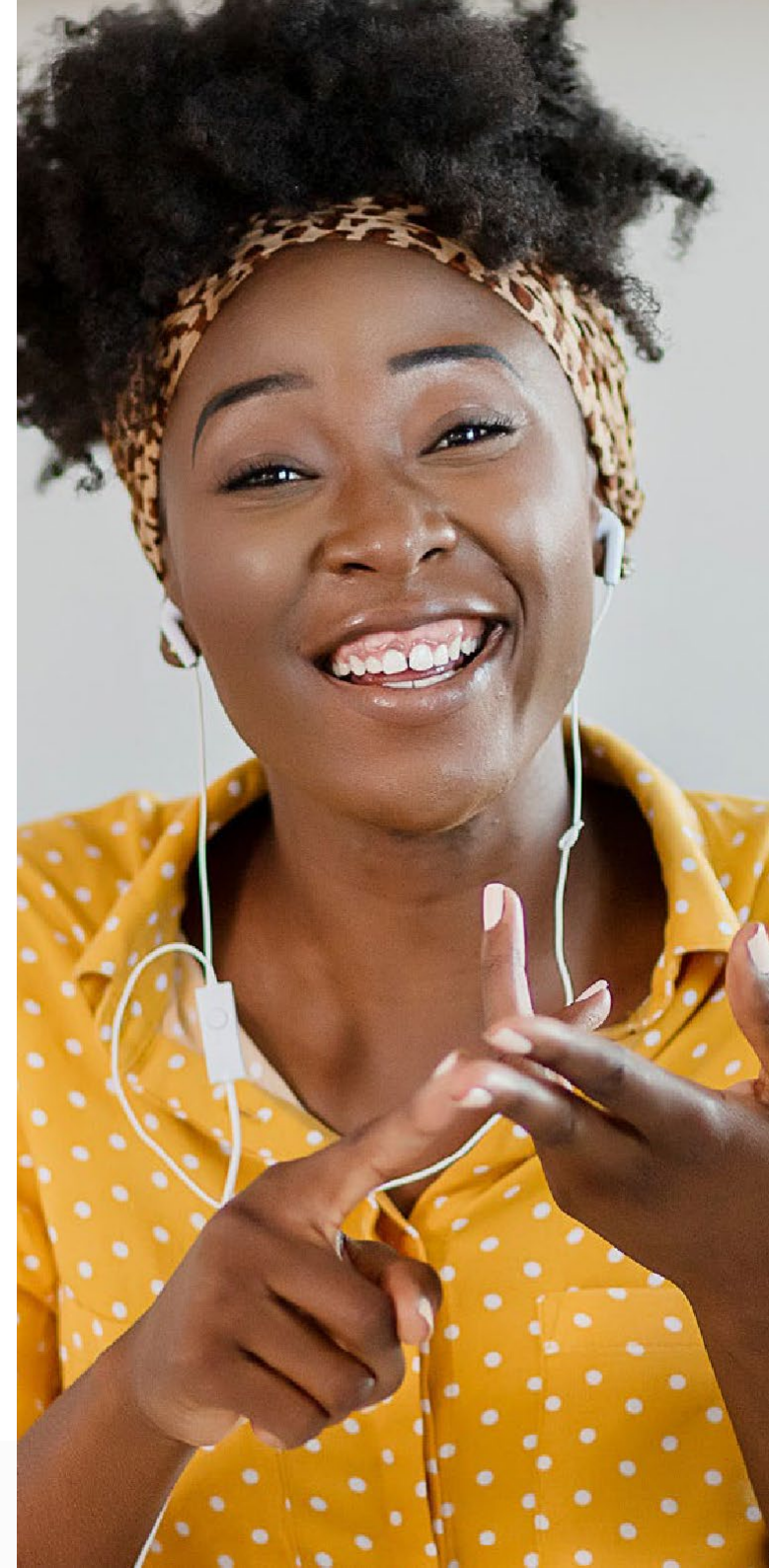
External partners have direct access to posting Engagement & Volunteering opportunities



Associate giving, crowdsourcing, matching funds and the future expansion to family, friends and Novartis retirees are on the roadmap



1. Eligible associates under a permanent contract or other employment agreement directly with Novartis.



# 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 ESG ambitions

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 broadening access to 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 ESG 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 need

Broad access to our medicines, including underserved populations

Dedicated Global Health unit

### Human Capital



Diversity, Equity & Inclusion (DEI)

Culture

Talent

### Environmental Sustainability



Climate

Water

Waste

### Ethical Standards



Ethics

Compliance

Human Rights

Reaching more patients with innovative medicines

Creating sustainable social and economic impact

Building trust with society

