

Novartis Learning Institute  
Be more... be curious

Novartis  
**Learning**  
Institute  
Be more... be curious

# Learning Culture at Novartis

December 2021

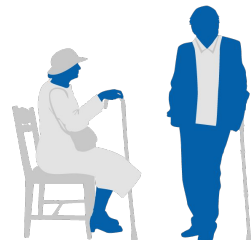
 **NOVARTIS** | Reimagining Medicine

# We touch the lives of millions of people worldwide



**155** countries

where Novartis products are sold



**769m** patients

reached in total



**66m** patients

reached through  
access-to-healthcare activities

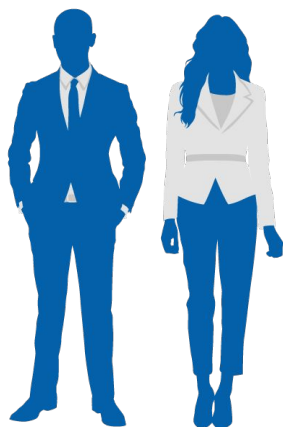
All numbers are for continuing operations

2 Business Use Only

# At the heart of everything we do...



# Our strength is the diversity, energy and creativity of our people



110 738

Headcount

142

Nationalities

45.7

Annual training  
hours per employee

45%

Women in  
management

All numbers are for continuing operations  
Source: 2020 Annual Review

# At Novartis, we are reimagining medicine to improve and extend people's lives

Our strategy is to build a leading, focused medicines company powered by advanced therapy platforms and data science under five strategic priorities



**Unleash the power of our people**



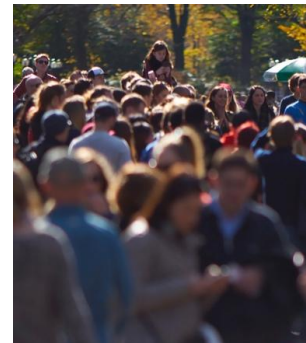
**Deliver transformative innovation**



**Embrace operational excellence**



**Go big on data and digital**



**Build trust with society**

# Bold aspirations for transforming our culture are confirmed by research to drive performance



## Inspired

- Engage others in our purpose
- Connect associates' work to shared purpose
- Role model our values



## Curious

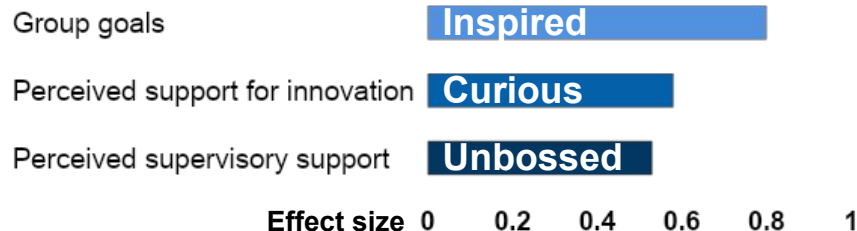
- Be a learner, not a knower
- Foster a learning culture
- Encourage others to challenge own assumptions



## Unbossed

- Create clarity and accountability
- Empower and support others
- Remove obstacles

## Key factors predicting performance among knowledge workers<sup>1</sup>



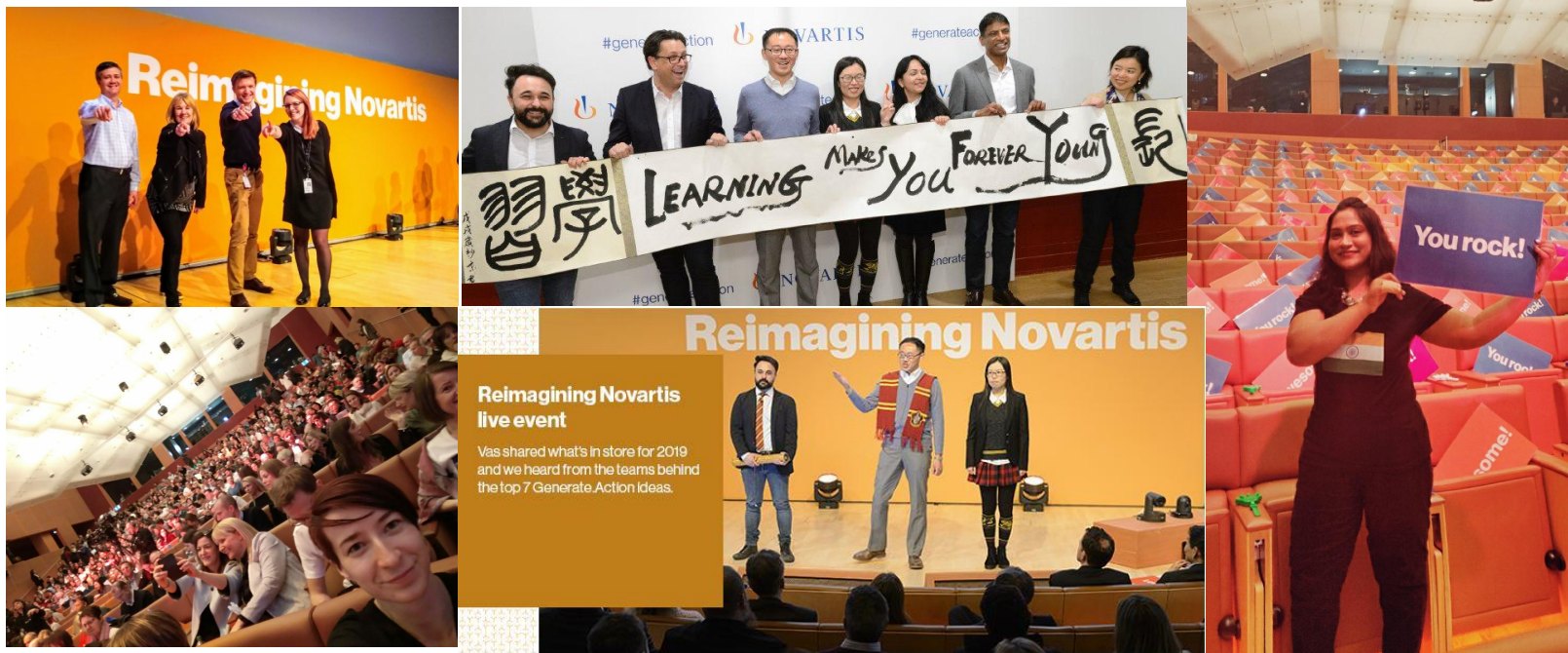
1. Source: "What is known about scientific literature about factors associated with knowledge worker performance," Rapid Evidence Assessment meta-analysis, Center for Evidence-Based Management (CEBMA), June 2019, commissioned by Novartis

# How (and why) we went BIG on learning



# How do we bring our culture to life?

In 2019 at our Generate Action crowdsourcing event, our people told us how to bring our culture to life





# We are developing a culture of Curiosity and have agreed **GOING BIG ON LEARNING** makes strategic sense...

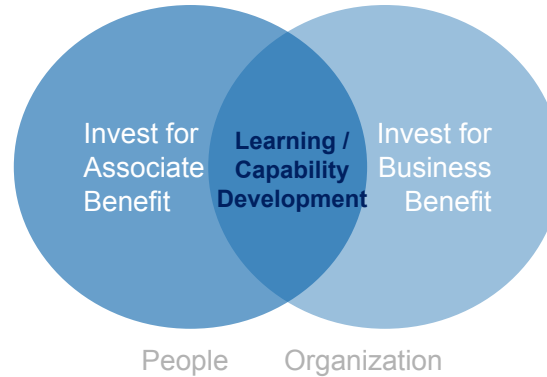
Internal and external data sources support that learning can **both** build the capabilities needed to deliver our strategy; **and** help attract and retain the best talent.

#3 'Top Reason for Leaving': 'Lack of Development Opportunities' (12%)<sup>3</sup>

Millennials are **demanding** continuous learning – 42% are likely to leave because they are not learning enough<sup>3</sup>

#2 'Top Organizational /Job Characteristics to Improve': 'Development opportunities' (32%)<sup>3</sup>

2 out of final 4 Generate.Action ideas (inc. winners) focused on Learning



46% of employees learned a '**New to World**' skill in last 3 years<sup>1</sup>

70% of employees have **not mastered** the skills they need today<sup>1</sup>

36% of managers think employees will **not keep pace with future skills** needs<sup>1</sup>

26% of current skillset will be **irrelevant** in 3 years<sup>2</sup>

54% of all employees will require **significant reskilling** & upskilling in just 3 years.<sup>5</sup>

<sup>1</sup> Source: Gartner / CEB 2018 Shifting Skills Survey n=7,101 / Updated 2020

<sup>2</sup> Source: Gartner / CEB Q1 2018 Global Labor Market Survey n=21,247 / Updated 2020

<sup>3</sup> Source: Novartis 2018 Exit Surveys n=1,516 Associates

<sup>4</sup> Source: Deloitte 2017

<sup>5</sup> Source: Deloitte Human Capital Trends 2019

# We agreed going **BIG** on learning makes strategic sense...



- We support a culture of curiosity where learning is valued and recognized
- We provide access to the best learning content opportunities in a flexible way
- We consider learning broadly, not just formal learning
- We are continuously innovating not just what we learn but how we learn

We want to ensure that learning is accessible to all associates, everywhere and anytime.

**Bringing our learning culture to  
life**

**#iamcurious**  
**2019**

100 volunteers  
130 webinars  
Unique reach 9,138  
Event earning hours 13,991

**#wearecurious**  
**2020**

400 volunteers  
215+ events  
Unique reach 21,000  
Event learning hours  
60,000+

**#CuriousTogether**  
**2021**

619 Volunteers  
190 event hours  
Unique reach 25,420  
Event learning hours  
71,000+  
Yammer channel members  
15,000+  
Email subscribers 5000  
Go/Curiosity visitors 55,481

# #iamcurious 2019







# #CuriousTogether 2021 (so far)

A fully integrated year long program created by our learning organization and partners across Novartis

A continuous calendar of learning experiences to engage associates in learning and curiosity  
**#CuriousTogether**

## 4 key themes

Personal growth and wellbeing

Leadership

Innovation, data and digital

Novartis, medicine and society

2021

snapshot\*



**71,000+**

Event learning hours

**25,420**

unique associates

**190 +**

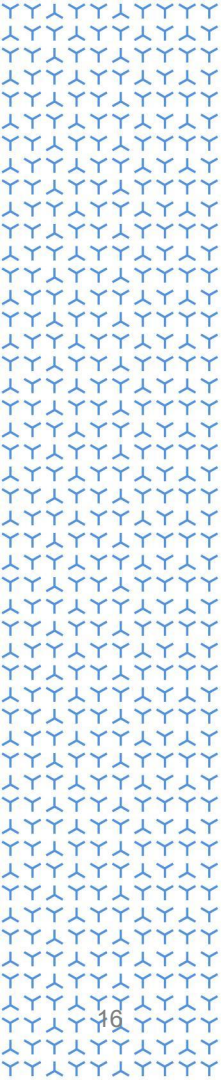
hours of original content

## Working with internal and external partners

Porsche, Boeing, NASA, Amy Edmondson, Erika Andersen, Anna Hemmings, and more..

## Connecting the dots and supporting behavioral change with key organizational initiatives

Evolve, Choice with Responsibility, TEDxNovartis, Diversity and Inclusion, Environmental Sustainability, ERC Week and more...

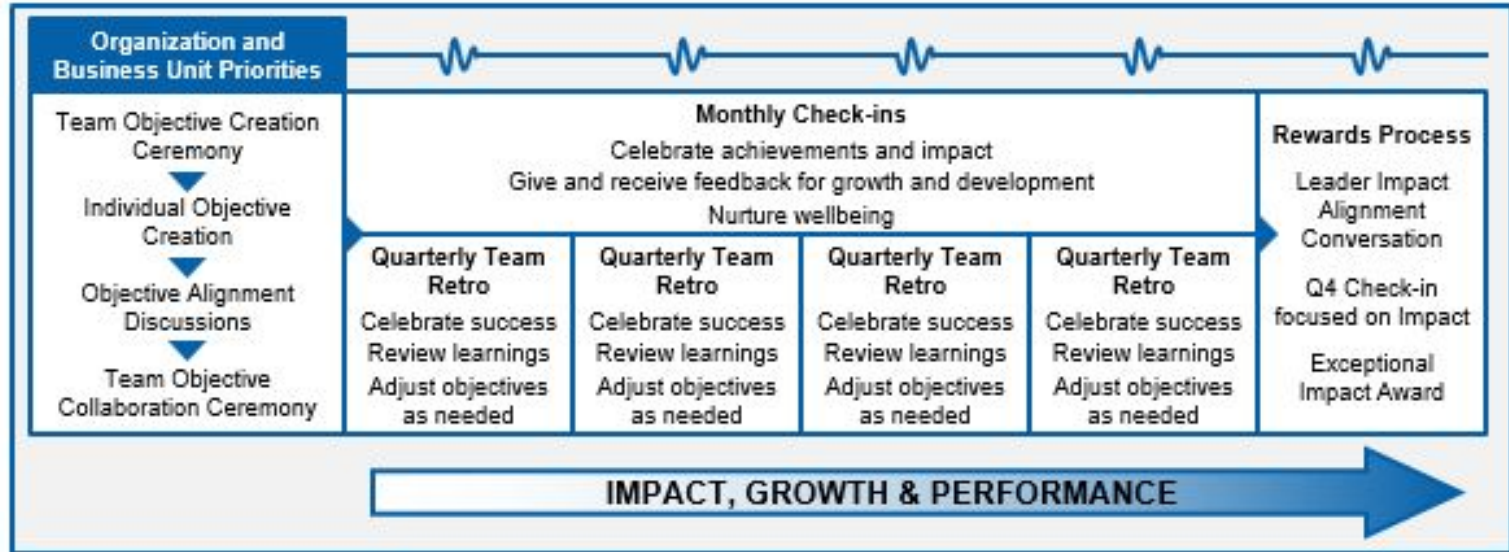


“To foster a culture that enables **development, healthy risk-taking, and true innovation**, people must be able to bring their true selves to work, speak up and feel supported.”

Vas Narasimhan, Novartis CEO and committed lifelong learner

# Evolve – Grow, contribute, be your best

Evolve is a new performance management and development approach that removes the performance rating, and emphasizes teamwork, feedback as a vehicle for growth, and overall impact on the business.



# Psychological safety

When people feel safe, they are more curious, want to learn more, and are more likely to have a growth mindset.

## Psychological safety is:



### Attitude to risk and failure

Is it permissible to make mistakes?



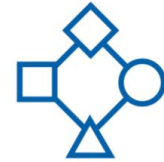
### Open conversation

Can difficult and sensitive topics be discussed openly?



### Willingness to help

Are people willing to help each other?



### Inclusivity and diversity

Can you be yourself and be welcomed for this?

EFL

Evolve

CWR



D&I

ULE

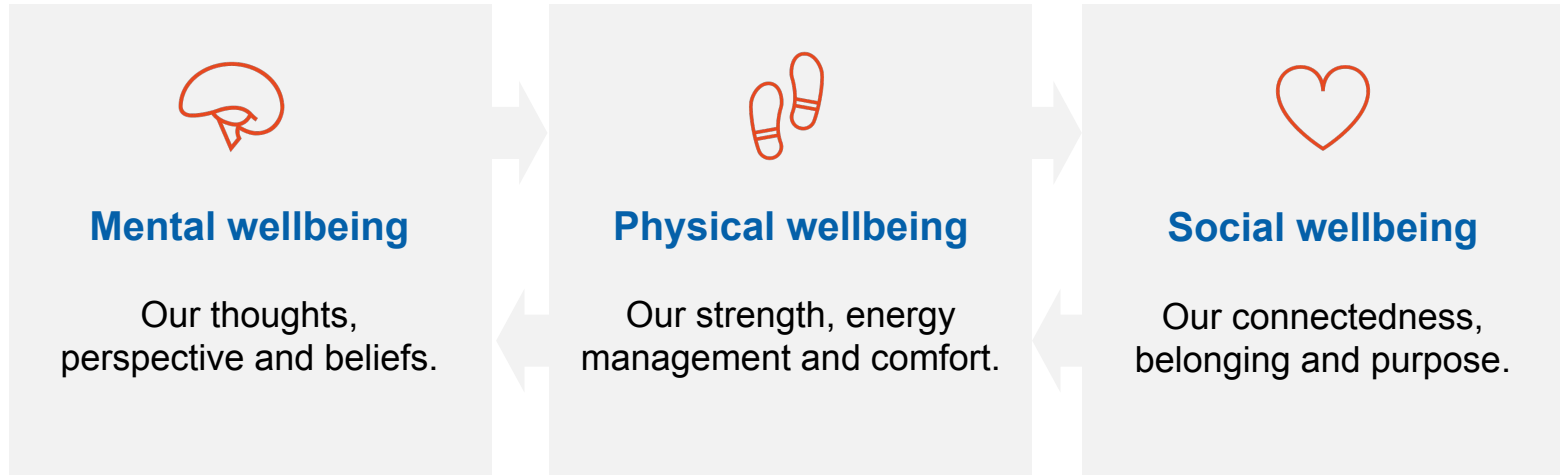
TEDx  
Novartis

Curated content from our vendors

Full calendar of **#CuriousTogether** learning events

# Energized for Life

## Elements of Holistic Wellbeing



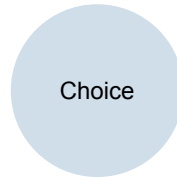
We believe that the core elements of wellbeing are connected to the degree that they cannot thrive in isolation. We optimize holistic wellbeing to allow each associate to be **inspired, curious and unbossed at work**

# Choice With Responsibility Approach

Choice with Responsibility Model Overview

**Aspirational Industry Approach**  
Provide Employees Choice

**Novartis' Approach**  
Provide Choice With Responsibility



Source: Adapted From Novartis

## Components of Novartis' Approach

1

**Team-Aligned:** Encourage teams to make **collective choices** about the “how” of their flexible work.

2

**Employee-Led:** Empower employees to make **individual choices, with responsibility**, about “where”<sup>a</sup> and “when” they work aligned with the team’s collective choices.

3

**Leader-Enabled:** Equip leaders to help teams have meaningful dialogues about the “what” and “how” to activate new, flexible ways of working.

Source: Adapted From Novartis

<sup>a</sup> Individual choice within country/state of employment.



# Enablers in place to strengthen Inspired, Curious and Unbossed behaviors across the organization

## Inspired

Connect to our purpose and provide an inspiring working environment

**Spark**  
Global Recognition

**Energized for Life**

**1 Business Performance Factor**

**Reimagine Performance Management**

**Parental Leave**

## Curious

Go big on learning

**LinkedIn Learning**

**learnlight**

**getabstract**  
compressed knowledge

**Xchange**

**COURSERA**

**HARVARD MEDICAL SCHOOL**

**Team Booster**

**TEDx Novartis**  
x = independently organized TED event

**Novartis Learning Institute**  
Learn. Accelerate.

Go Curiosity

## Unbossed

Build leadership self-awareness and capabilities

**ULE**

**GLINT**

**Team Perspectives**

**Leadership Perspectives 360°**

**Coach2Grow** Feedback2Feedforward

**We engage our leaders in our  
culture journey  
AT SCALE**

# Engaging leaders – and everyone else!

## Why

**Meeting the demands of an increasingly complex world**

The problems the world is facing are more and more complex

We need leaders who are able to adapt in complexity, this requires the ability to **see different perspectives and to challenge assumptions** that keeps them fixed to an old world that no longer exists. Changing behaviors is hard and requires continuous practice

There is no organizational change without individual change

## How

**Our unique contribution to Novartis cultural change**

We believe that adults can **continue to grow and be lifelong learners**

If people have a bigger range of how to make sense of the world, they are able to create a positive climate and culture and ultimately better business results

We enable personal growth for everyone

## What

**Creating the right conditions for personal growth**

We give people the **space to practice in the job and we make it safe to experiment**

We put people in heat experiences so that they can activate their growth

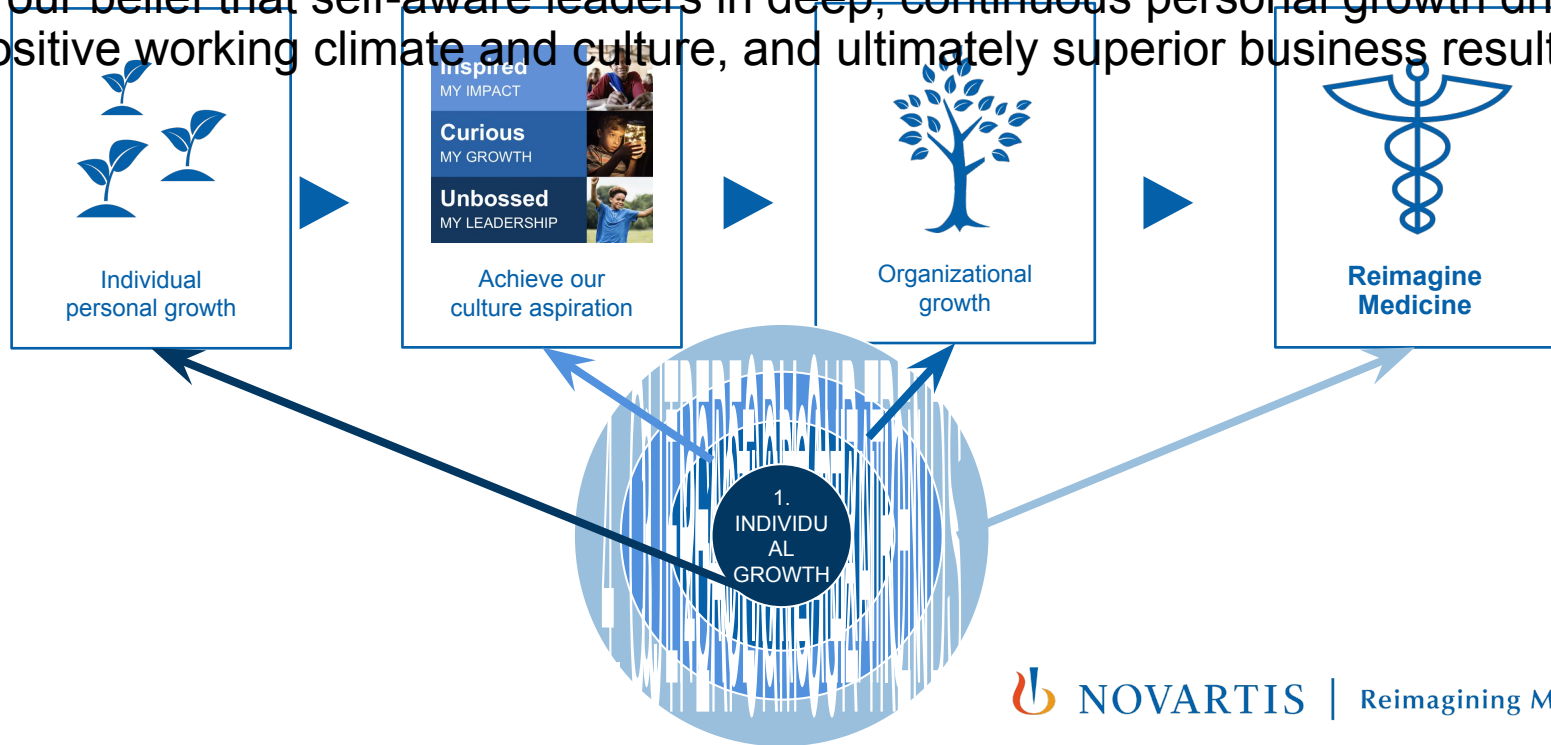
We make them reflect, identify their fears and anxieties to uncover the limits to change

We create an ecosystem of support

We become a community of deliberately developmental practitioners

# Human Growth to create organizational growth: impact for the business, our patients and society

It is our belief that self-aware leaders in deep, continuous personal growth drive a positive working climate and culture, and ultimately superior business results



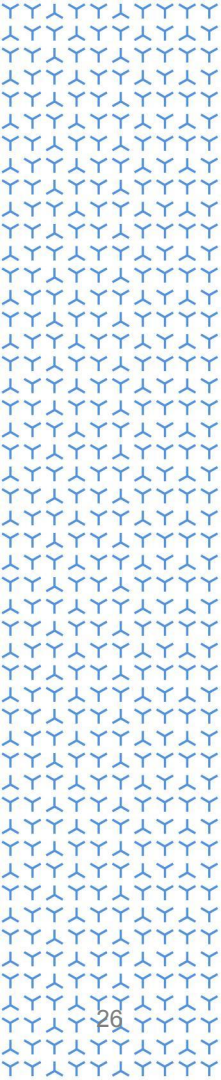
# Leaders impact our learning culture

Since 2020 10,000+ leaders have been through the program (5000+ in 2021 alone)

Teams reporting to leaders who completed the program show higher engagement results (3.8 percentage points), empowerment (2.9pp) and feeling safe to speak up (3.6pp) compared with other teams.

The Leader 360 scores for cultural behaviors of inspired, curious and unbossed progressed throughout and beyond the formal development period on average 2.4% (from 7.98 - 8.18).

Teams around ULE leaders were significantly more comfortable with experimentation and potential failure, suggesting they are more curious and open to innovation.



“I believe that one of the most valuable things all of us can undertake is to invest in our own growth in all dimensions”

Vas Narasimhan, Novartis CEO and committed lifelong learner



# Executive support for Learning



## Learning with Vas: A Conversation ...

Reading Recommendations by Vas ...  
One Novartis

Follow 11 14

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Search for videos Trending

Recommendations by Vas: Episode 6 - The Happiness Lab by Dr. Laurie Santos  
3.4K 90 3 1/14/2021

Recommendations by Vas: Episode 3 - Why we sleep (Matthew Walker)  
4.9K 112 11 8/19/2020

Our leaders are committed to creating the space, climate and culture to enable our people to thrive.

How our CEO, Vas Narasimhan role modeled learning this year:

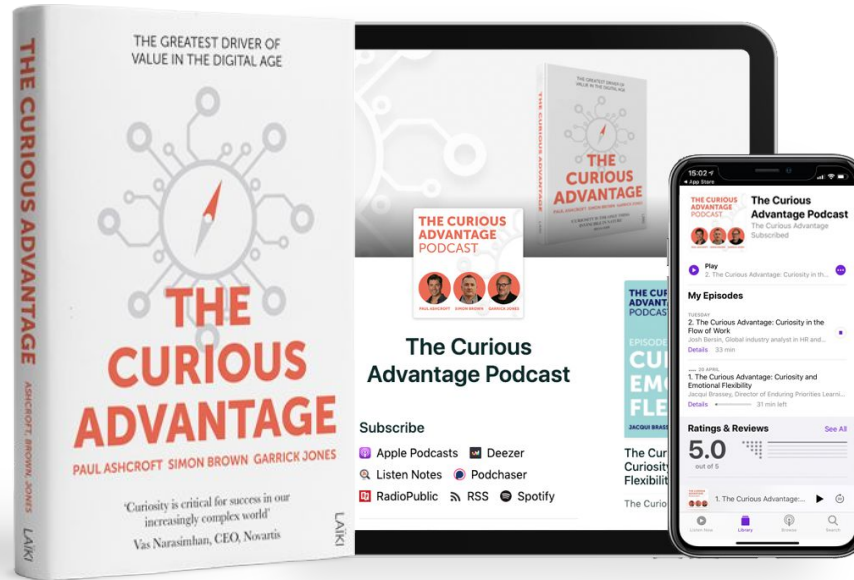
- Launched an internal channel to share what's inspiring him and changing his perspective on our journey to reimagine medicine.
- Hosts a regular video series reviewing books, podcasts, sharing his thoughts on great thinkers he reflects on or interviews thought-leaders in 'Learning with Vas' series
- Created content educating employees on the science behind vaccines as well as the importance of mental health, wellness, and resilience.
- Joined the Khan Academy with founder Sal Khan to answer student questions around vaccines and our industry.
- Has a playlist in our LMS of his favorite vendor learning
- Regularly posts about learning on LinkedIn

# There's even a book about our journey!

Amazon Top 10  
Bestseller

#1 Hot New  
Release

Top 5  
Management  
Podcast on Apple  
in 20 Countries



GetAbstract  
Rated 9/10

Digital HR  
Leaders  
Podcast of  
the Month




**CuriousAdvantage.com**

Available in Digital, Paperback & Hardback on Amazon

**We have transformed  
The learning organization  
globally**

# By 2021 we built a One Novartis learning organization - Making learning relevant and accessible to all

## Our leaders













 <p><b>Simon Brown</b> Chief Learning Officer</p>	 <p><b>Brigitte E. Gubler</b> Global Head, Novartis Learning Institute, Regions</p>	 <p><b>Guy Dickinson</b> Global Head of Digital Capability</p>	 <p><b>Darren Galvin</b> Global Head of On Demand Services and Operational Excellence</p>	 <p><b>Nina Bressler Murphy</b> Head of Enterprise Capability, Novartis Learning Institute</p>	 <p><b>Marc Ramos</b> Global Head, Learning Strategy and Innovation</p>
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## Our regions



 <p><b>Ida Yuan</b> Head of Novartis Learning Institute, China/Asia</p>	 <p><b>Natalia Shestakova</b> Head of Novartis Learning Institute, Central and Eastern Europe (CEE)</p>
 <p><b>Nanette Tamby</b> Head of Novartis Learning Institute, USA</p>	 <p><b>Liz Sealy-Fleher</b> Head of Novartis Learning Institute, SSA</p>
 <p><b>German Durand</b> Head of Novartis Learning Institute, LATAM</p>	 <p><b>Sriram Rajan</b> Head of Novartis Learning Institute, India</p>
 <p><b>Jameela Korek</b> Head of Novartis Learning Institute, MCA</p>	 <p><b>Thomas Mayes</b> Head of Novartis Learning Institute, Japan</p>
 <p><b>Ken Misher</b> Head of Novartis Learning Institute, Western Europe Cluster (WEC)</p>	 <p><b>George Gerlos</b> Head of Novartis Learning Institute, Australia and New Zealand</p>

## Our divisions

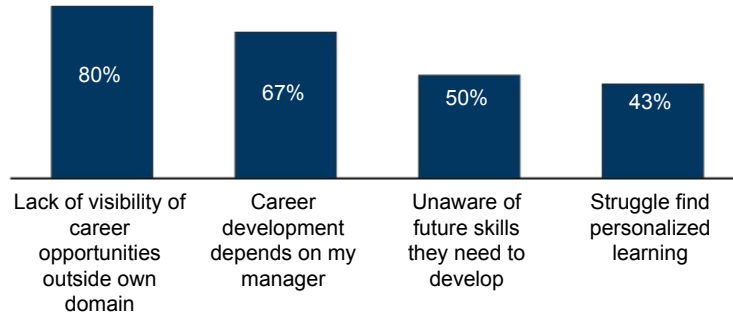
 <p><b>Chara Balasubramiam</b> ODD - Global Development University</p>	 <p><b>Belinda Liu</b> Pharma</p>	 <p><b>Kenan Kosoglu A.I.</b> NTO</p>	 <p><b>Tawfik Kamal</b> Oncology (A.I.)</p>	 <p><b>Cathy Hein</b> Global Learning Strategic Program Leader</p>	 <p><b>James Prior</b> Global Head Leadership Development</p>
 <p><b>Anna de Feo</b> Biosci</p>	 <p><b>Sachin Gaur</b> Head of Learning NBI &amp; Corporate Functions</p>	 <p><b>Diane Silva</b> NBR</p>	 <p><b>Nouha Salman</b> Quality</p>	 <p><b>Daniel Huber</b> Global Head Learning and Talent Operations</p>	 <p><b>Steven Sitek</b> Head of Learning, Novartis Gene Therapies</p>

**We are driven by an impact  
mindset**

# Solving real associate problems

Match enables open-access for everyone to drive their skills development in an inspired, curious and unbossed world.

## Our problem statement: Employee pain points\*



... And leaving for **lack of career opportunities** is the highest reason within company control for Novartis!

*\*Based on Novartis employee experience research data & Novartis Exit Survey 2021*

# Personalized career & learning opportunities in the flow of work

Match Module deployment

2021

2022

Talent via **gloat**

User Profile	Projects	Mentoring	Jobs	Career Paths	Volunteering	Learning
Allow people to record their profile to match their skills to potential opportunities	Develop new skills through part time projects while unlocking capacity for business	Bring people together across Novartis to share knowledge and experience	Promote internal mobility and increase efficiency of hiring (link to Brass-ring/Workday)	Leverage data to share potential career paths with associates and direct them to relevant opportunity to fill skill gaps	Direct associates back to Volunteering platform; if/as possible integrate Volunteering in the Marketplace	Direct associates back to Learning to provide a seamless user experience in all aspects of development

Learning via **edcast**

Curation	Recommendations	Experts	In-The-Flow	Aggregation	Skill Profile	Skill Directory
Learning curated from UP4Growth, Coursera, LinkedIn, GetAbstract; and articles/ videos from the internet.	Powered by A.I., learning is tailored for you based on your interests, role, and even what your peers are learning.	Search for experts. Join topic groups. Share your own content. Participate in discussion boards. Learn from each other in all new ways.	Go to the new platform... if you want. Or find all your learning recommendations directly in Teams. On your mobile. Directly in Google search.	Content is everywhere. Beyond our pilot sources, we will continue to integrate both internal and external content sources.	Have your skills strengths and interests populate directly from your talent profile in Match. Get personalized learning with no effort.	View a massive skill directory, updated in real-time, showing the latest skills and learning for 1000s of different roles.

**We are transforming the lives of  
others through learning**



# Friends and Family

Free access to vendor content and certifications from Coursera

Free access to Henry Steward Science Talks

Free access to the Awakened Mind mindfulness and wellbeing app

Free access to TIGNUM X, a customized platform of scientifically backed tools and strategies designed to help develop qualities to have a sustainable positive impact at work, and at home.



# The Beacon of Hope pledge

## Collaboration to address healthcare disparities in the U.S

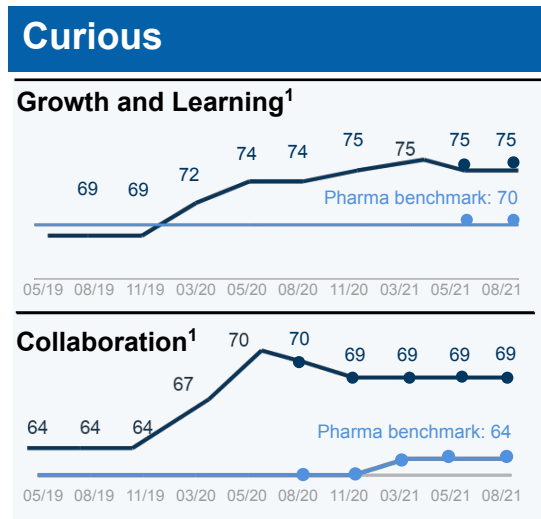
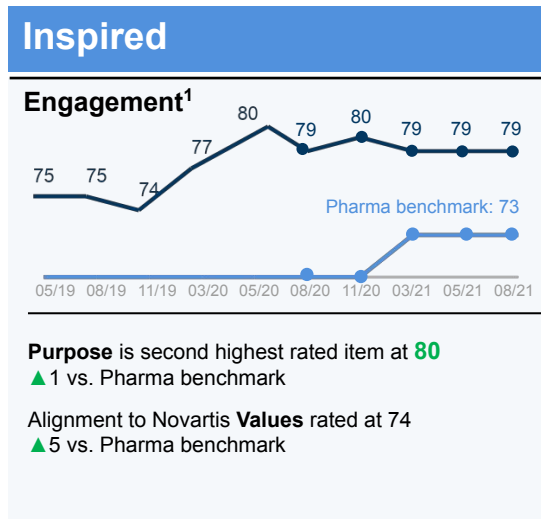
Our commitment:

- USD 20m to help prepare up to 1200 Black and African American students to become the next generation of leaders in health, science, technology and business in collaboration with Thurgood Marshall College Fund
- Three digitally enabled research centers at Morehouse School of Medicine, including a clinical trial center of excellence to increase diversity among clinical trial investigators and participants.
- A new commitment to diversity in clinical trials with a new target to embed diversity and inclusion principles in 100% of Phase 3 studies with US participation.



**Progress on our culture**

# Data shows the progress of our Culture Journey



**Dow Jones Sustainability Index**



100 (2020)

▲ **Industry Leading**  
(+ 21 vs 2019)

moved from the 79th percentile in 2019 to the 100th in 2020 in training and education with a score of 100/100. 100/100 maintained in 2021 HCD 97 overall

**Sustainalytics ESG Research<sup>3</sup>**



1.9 (2021)  
("Negligible Risk Exposure")

▲ **Industry Leading**  
(-1.3 vs. industry benchmark at 3.2)

Moved from 4<sup>th</sup> in Pharma (sub-)industry to **1<sup>st</sup> industry leader in 2020** and **kept position in 2021** (2<sup>nd</sup> J&J, 3<sup>rd</sup> Pfizer)

**MSCI ESG Research<sup>4</sup>**



Rating of **6.3** (2021)  
▲ 0.3 vs. 2020 Rating

▲ **Significant Improvement**  
(+2.7 vs. industry average at 3.6)

Received 'top' scores for support for degree programs, engagement surveys, performance appraisals

# And linkage between culture and innovation and performance

## Evidence insights



### Key factors predicting performance among knowledge workers

Group goals

Inspired

Perceived support for innovation

Curious

Perceived supervisory support

Unbossed

Effect size 0 0.2 0.4 0.6 0.8 1

## External data



### Innovation (percentile)

NOVARTIS	Novartis	95
GILEAD	Gilead	93
illumina	illumina	93
Biogen	Biogen	92
REGENERON	Regeneron	89

### Performance (percentile)

Allergan	Allergan	97
BAYER	Bayer	96
NOVARTIS	Novartis	84
REGENERON	Regeneron	62
BMS	BMS	62

**Novartis ranked #1 on Innovation and #3 on Performance** (within Pharma) in an external analysis of Culture<sup>2</sup> with 2m+ data points ran by MIT

According to a different study published by Forbes, **rich company culture leads to innovation**

## Internal data



### Culture measures

OurVoice Scores  
Team Perspectives  
Learning Hours  
Spark Recognitions

### Culture Adoption Index

Standardized metric to measure culture adoption in the enterprise



### Performance KPIs

Net Sales  
Market Share  
Operating Income  
Voluntary Turnover

### Culture Performance Tracker

Depicts statistical relationship between culture and a set of performance indicators

NetScales Significance Table		
Show 20 entries	P-value *	P-value cat.
Inspired(Belonging)	0.00012	High
Unbossed (RemoveCosts)	0.04869	Low
Unbossed(Empowerment)	0.07484	Low
Inspired(Purpose)	0.13036	NoImpact

OurVoice and Team Perspectives as well as non-survey data enables us to **bring focus** to people leaders on specific **culture levels to drive superior business performance**.

Identifying specific areas in organization where high quality, granular performance data is available over period of time to test and enhance ability to isolate **impact of culture variables on performance**.

**Aspiration** Build a behavioural and data science-based measure for Novartis culture

# Business impact of learning 2021



Over the past 14 months based on 1.2m applications 'Opportunities to learn and develop' is the #1 reason people were inspired to apply to Novartis.



Early insights show that increases in voluntary learning may reduce attrition by as much as 7.5%.



Doubled the average time spent learning in the last 3 years



On target to deliver over \$100m in savings (over 5 years) to offset the additional \$100m investment



Skills to support business strategy – measurable increases in strategic skills e.g., data and digital – in some key future and emerging skills by 110%



**Thank you**