



Thrive Together

The culture, rewards and benefits we offer our people

April 2026

 NOVARTIS

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Italian

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At Novartis we thrive together

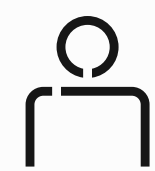
As an organization spanning diverse geographies, functions and languages, we empower bright, curious minds to collaborate and do what they do best - to reimagine medicine.

At Novartis, you can do and be more than you may have thought possible as part of an inclusive culture created to help you thrive personally and professionally.



Collective impact

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



Personal experience

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



Inspiring growth

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



Empowering purpose

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



We offer everything you need to be at your best

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

The rewards of being part of our team go far beyond pay and incentives. From learning and development to health and wellbeing. From flexible working to volunteering opportunities.

We support you to be at your best, at work and in life.

Compensation & Benefits

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

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Career & Development

Countless opportunities for learning, recognition, growth and career development

[Page 11 >](#)

Culture & People Experience

A highly collaborative work environment where everyone can thrive

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02 Compensation & Benefits



Compensation & Benefits at Novartis

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

Competitive compensation

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

Balanced rewards

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

Pay for performance

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

Business ethics

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

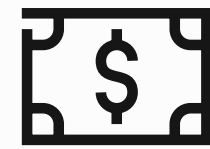
Shareholder alignment

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



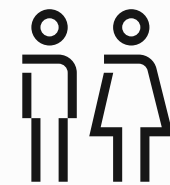


Pay



Your salary

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



Our Equal Pay International Coalition (EPIC) commitments

In 2018, Novartis made a public pledge with the United Nations' Equal Pay International Coalition (EPIC) to help close the overall gender pay gap by and in to sustain our progress, we renewed our EPIC pledge in 2023 to:

- Remain committed to maintain gender representation in management*
- Review our human resource practices beyond base pay to eliminate any further potential sources of bias from the system
- Make the requirements of the new EU Pay Transparency Directive our global minimum standard for internal pay equity

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

**US-based affiliates of Novartis do not participate in the gender representation in management aspect of our EPIC pledge but the US does participate in all other facets of EPIC, with the goal of ensuring all our employees are given equal pay for equal work, consistent with applicable law. Novartis makes employment decisions based on merit and relevant job-related factors, without regard to sex/gender or any other legally protected characteristics*

Bonus and equity

Short-term incentive (Bonus)

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

The amount paid out under the STI plan is based on our performance as a company and the impact you have as an employee. Some employees who are identified as going above and beyond their objectives are nominated to receive an above-target award via an impact award.

When evaluating your impact, we consider various factors including:

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

Long-term incentive (Equity)

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

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

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

Field force incentive

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

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

Global and local benefits

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

Wellbeing benefits

Employee care program, CareConnect provides personalized mental health and wellbeing support to all employees globally, as well as their dependents. [\(See page 20\).](#)

Retirement, health and welfare plans

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

Medical and life insurance

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

Parental leave

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

Recognition programs

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

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

Business travel insurance

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

Share purchase plan*

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

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

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

Business Unit Annual Awards

We love recognizing and celebrating each other's successes.

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



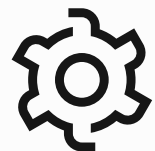
Novartis Vision, Innovation, Value & Achievement (VIVA) Awards

VIVA recognizes exceptional contributions made by our scientists and clinicians working in the field of R&D. The VIVA awards are comprised of three categories. Distinguished Scientist Award for extraordinary scientific and clinical development accomplishments throughout an individual's career. The Leading Science Award is granted for remarkable collaboration and achievements on a R&D project or technology for both individual and teams. Lastly, the Early Career Scientist Award acknowledges the innovative scientific research and development conducted by an emerging scientist or clinician in R&D.



Sales Award Programs

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



Operations Awards

The Operations Awards honor exceptional teams across Novartis who demonstrate excellence in four core areas: Patient Centricity, Innovation, Culture in Action, and Above & Beyond performance. These awards recognize teams who put patients at the center of everything they do, lead the way in digital and technological innovation, bring our Operations culture to life, and consistently exceed expectations through remarkable collaboration and commitment.

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

**Business Unit or function-specific award frameworks may apply across Novartis.*



03 Career & Development



A place designed for your growth

Your development matters to us. We're committed to helping every person become the best version of themselves, because growth sits at the heart of the Novartis experience for everyone. We attract people who are curious, ambitious, and eager to keep learning - and then we give them the freedom and support to take charge of their own development journey.

With a wide ecosystem of tools, programs, and experiences, you'll always have what you need to move forward. And through our shared "future me" story, which brings to life what we value - growth, reward, impact, and care - we want everyone to feel that Novartis is a place where they can build a meaningful career and belong.

Building future skills

This year, we're putting special focus on AI fluency and digital capability, so everyone is ready for what's ahead. AI fluency development is role-specific and accessible through accommodation-enabled processes.



Leadership development

At Novartis, we believe people do their best work when they feel supported, inspired, and equipped to grow. Our culture is built on clear expectations, accessible development, and genuine care for every individual who joins us.

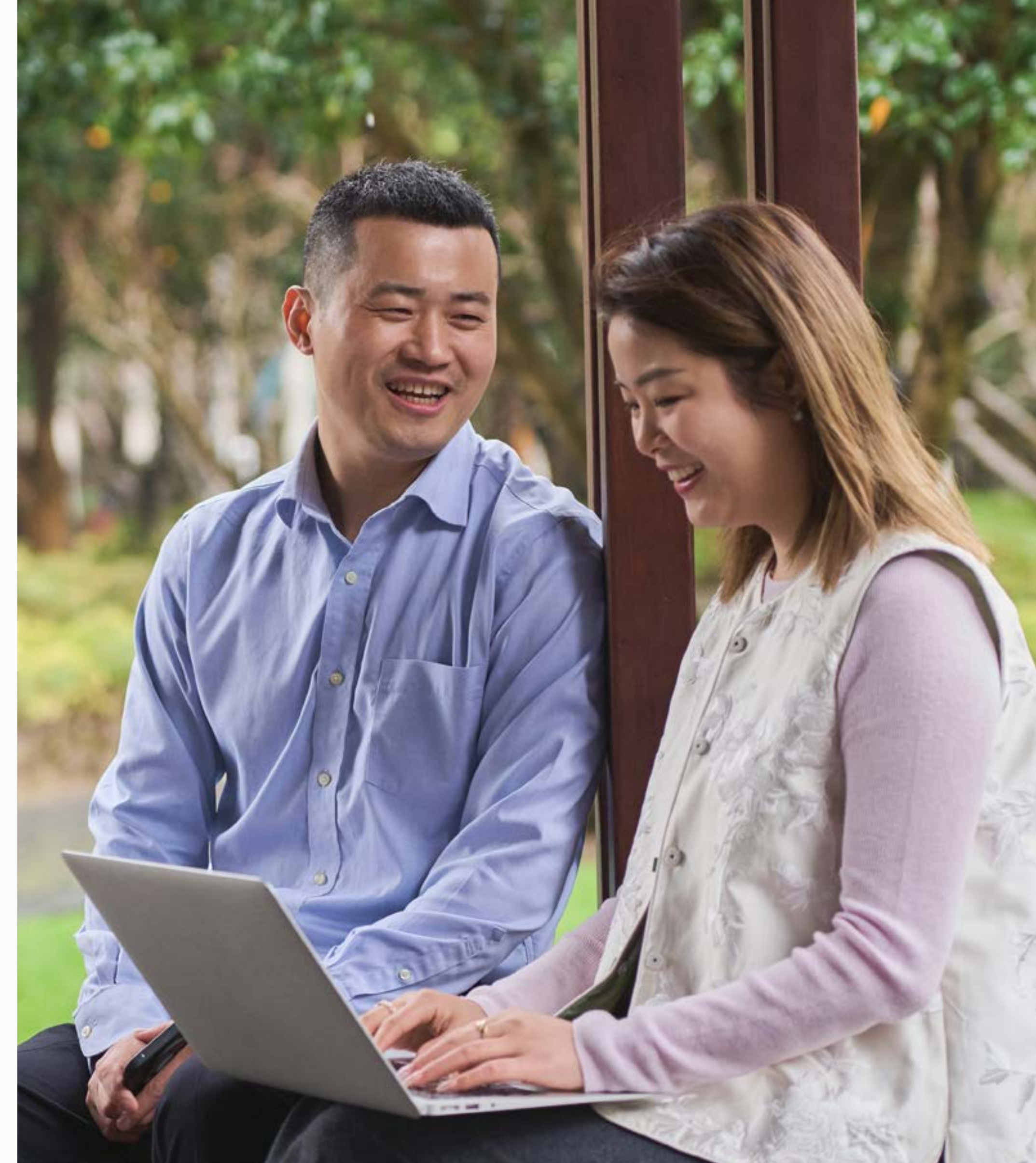
What we expect and how we lead

We set a high bar for how we work and how we lead.

Our behaviors in action ([page 16](#)) and leadership expectations ([page 17](#)) guide the way we show up every day. They're simple, actionable, and visible in everything we do, from how we collaborate to how we make decisions. For managers, we provide additional clarity and support to help them lead with impact and confidence.

Growing leaders at every level

We help people grow as leaders at every stage. Our programs focus on practical skills and behaviors, supported by AI tools, coaching, and experience-based learning. Everything is grounded in the expectations we set for our leaders: leading and developing people, navigating complexity, and delivering collective impact.



Mentoring and coaching

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

Personalized coaching

At Novartis, we provide personalized coaching to support your professional growth and development at every stage of your career.

All employees have access to AI-powered coaching through **Coach Mira**, delivered in partnership with **BetterUp**. Available whenever you need it, Mira provides personalized, on-demand support to help you reflect, work through real challenges, and build skills over time.

For deeper, one-to-one support, we also partner with **BetterUp** to provide access to over 2,000 professional human coaches, so you can find the right coach to support your goals and development journey.

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

Build your coaching skills

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

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

Mentoring: Unleash your potential

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

04 Culture & People Experience



Our Culture

Our Culture is the way we do things in service of delivering on our strategic priorities aligned with our vision and purpose.

Our values are an integral part of the framework we use to recruit and develop people and assess and reward their performance.

Our vision

To become the most valued and trusted medicines company in the world



Our purpose

Reimagine medicine



Our culture aspiration

We want everyone at Novartis to be inspired by our purpose, curious about new ideas that can produce better outcomes for patients, empowered to be their best self and accountable (unbossed) to deliver our strategy and achieve individual and collective impact.



Our Values

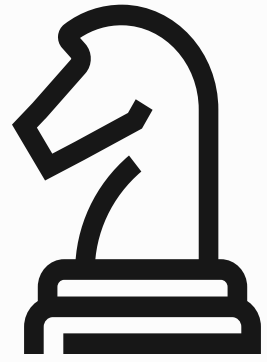
Our Behaviors in action > How we think, act and make decisions in line with our values

Inspired	We create positive change for patients	We explore to improve	We take smart risks and learn	We make each other extraordinary	We hold ourselves and others accountable
Curious	Understand what matters most to patients and make choices that focus on where we can create the greatest impact.	Seek out different perspectives, experiences and approaches, inside and outside Novartis, to solve our hardest problems.	Take smart risks with your team and challenge them to innovate and make progress faster.	Be generous in nurturing other people's strengths so we grow individually and collectively.	Take ownership and commit through to following through on decisions and actions.
Unbossed	Remove barriers to serve the patient's best interest, wherever possible.	Act on what you find and work with others to make decisions and align on a path forward.	Share what you learn widely to support individual and collective growth.	Collaborate to drive excellence and build community.	Challenge yourself and others to set high expectations and actively create the conditions for everyone to meet them.
Integrity			Operate with integrity.		

[Click here to access our Code of Ethics](#)

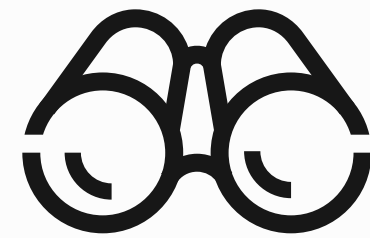


Leader expectations



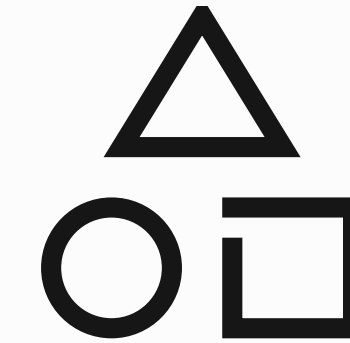
Lead and develop people

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



Navigate complexity

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



Deliver collective impact

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

People Experience

By embedding an inclusive culture into how we work, collaborate, and show up every day—and equipping people with the support and equal opportunities to thrive—we strengthen belonging, unlock diverse thinking, and drive innovation that reaches patient communities.

We build a workforce that understands the patient communities we serve through:

- Ensuring Equal opportunity for all, enabled through P&O policies and processes.
- Building inclusive practices into how we work, collaborate, show up every day at work.

We enable societal impact:

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

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



Actions

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

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

Key Fact

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

Health and wellbeing

Our people expect, need and deserve the best care to thrive. That’s why we offer best-in-class tools and resources to support your mental health and wellbeing.



Employee Care Program

What

Personalized wellbeing support

How it works

CareConnect is our global Employee Care Program at Novartis. It is a free benefit to all employees and their dependents, providing options that fit your life – therapy, wellbeing coaching, self-guided tools, and more.

Education and awareness

What

Promotion & capability building

How it works

Elevating the importance of our mental health and wellbeing through global awareness campaigns throughout the year. Ensuring our teams and managers have enhanced tools and resources to thrive at work.

Wellbeing Communities

What

Peer-led wellbeing support

How it works

Large and growing network of employee resource groups with a passion and focus on building community and supporting colleagues around the world. This includes our network of Mental Health First Aiders.

Crisis Support

What

24/7 psychological support

How it works

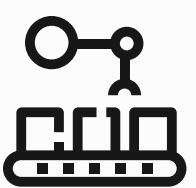
Expert, compassionate, and confidential support is available whenever you need it for personal and professional moments.

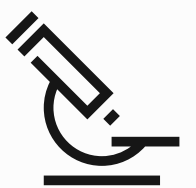
Flexible working

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

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

- 

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

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

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

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

**Subject to local consultation as applicable*



Employee Resource Groups

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

ERGs are driven by inspired employees. They make the various aspects of inclusivity, belonging and culture tangible to everyone. All employees are eligible to join and participate in any ERG.

Novartis has
100+ ERGs

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



“

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

Vas Narasimhan
Novartis Chief Executive Officer



Giving and volunteering

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

How our Giving, Matching & Volunteering program works

- No upper limit on number of volunteering hours on company time
- No line manager approval needed
- Participation open to eligible employees under a permanent contract.
- Novartis matches individual donations to eligible organizations, up to a maximum of \$15,000 (or the equivalent in local currency) per employee, per calendar year.

- Access giving and volunteering opportunities posted by other Novartis employees

OR

- Access giving and volunteering opportunities posted by external partners

OR

- Post your own giving and volunteering opportunities



Social Impact & Sustainability

We strive to make our medicines accessible, while reducing our environmental footprint. It is an undertaking we can all be proud of – and every one of us plays a part.

Our North Star

We go beyond breakthroughs to maximize the impact of our medicines by reimagining social impact and environmental sustainability to support inclusive, resilient healthcare systems worldwide.

Our Framework

Our Social Impact & Sustainability strategy focuses on where we can have the greatest impact, aligned to our business. Our four strategic pillars guide how we aim to create long-term value for patients, society and shareholders, supported by two foundational topics focused on maintaining high ethical standards and fostering a workplace where everyone can thrive.

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



Top global employer

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



Achieved 100% in the **Disability Equality Index 2025**



Most attractive employer for **natural sciences students** in Switzerland 2025



Included in the **Bloomberg Gender Equality Index 2020-2023**



Corporate **Mental Health Benchmark** (CCLA) - Tier 2 Status 2025



Achieved a top **15% S&P Global ESG Score** in 2025



#4 World's **Most Admired** Pharmaceutical Company 2025



America's greatest workplaces for **Culture, Belonging & Community**



TIME World's **Most Sustainable Companies** - #11 globally



America's Greatest **Workplaces for Women 2026**' (Newsweek)



Human Rights Campaign - **Corporate Equality Index 2026**



Included in Forbes **100 World's Best Employers 2025**



Recognized as Stonewall **Top Global Employer 2025 Silver Award**



Military Friendly Employer 2026



#1 in the 2024 **Access to Medicines Index**



Recognized with 8 **Top Employer Awards** around the world in 2026