

# Career Development

In our competitive landscape, the need for each of us to develop ourselves and maximize our potential on the job is critical. We believe that strong development programs and clearly defined career pathways benefit both our talented employees and the organization as a whole. As such, all Novartis Pharmaceuticals Corporation employees are provided an opportunity to develop their talents and acquire the necessary skills needed to become successful members of the organization.

Investing in our talent is important to our business because it allows us to:

- Nurture future leaders and continue to fulfill our commitment to fill positions from within
- Increase the quality of our work
- Drive culture as a coaching and development organization
- Embed the concept that we, as employees, have a responsibility to maintain and improve our skill set
- Further enhance employee motivation, retention and commitment

## Performance and development planning

We are committed to giving our associates opportunities to grow and realize their full potential, and create an environment of continuous performance improvement and personal development.

All Novartis employees participate in a performance appraisal and development planning process. This process enables associates to focus on clear and ambitious goals, to set directions and priorities and to clarify expectations within the organization. In addition, this approach promotes a culture of continuous improvement, supports individuals in meeting their development goals, and strengthens organizational capabilities. This process is instrumental to improve individual, team and overall business performance.

Each employee's development plan supports their short-term development and long-term career aspirations and monitor progress against specific goals throughout the year. Performance development focuses on the upcoming 6 - 18 months and focus on your ability to perform your current job and the achievement of business results, while career development looks out to the upcoming three to five years and focuses on the future target position and the development of personal and professional behaviors and skills.

We believe that through this commitment, which offers challenging and rewarding career opportunities, we enhance our reputation as an attractive employer.

## Learning

Novartis offers a wide variety of professional and leadership development programs. We are committed to providing programs that enable associates to build skills, increase their knowledge and acquire tools they need to excel within an increasingly competitive marketplace. Our focus on development enhances Novartis' reputation as a place where employees can continue to grow.

The Novartis Pharmaceuticals Corporation Leadership Curriculum and eLearning Curriculum is our commitment to "unleashing the full potential of our people."

## List of links present in page

- <https://www.novartis.com/us-en/us-en/careers/career-development>