

# Our Values

Strong values define our culture and help us execute the Novartis strategy in line with our mission and vision.

We have introduced Values and Behaviors that describe the professional behaviors we expect from our employees. These values were selected by the Executive Committee of Novartis – with input from associates worldwide – and form an integral part of the framework we use to recruit people, develop them and assess and reward their performance. We will hold ourselves to account against these values and behaviors.

We believe we can drive innovation, performance and reputation, and enhance our people's work experience by transforming our culture to be more **Inspired**, **Curious** and **Unbossed**.

These values and behaviors are:

## Inspired

Our purpose answers the desire many people have for meaning and fulfillment in their work, so we want to make sure our people see the huge contribution that their work makes, to empower them to be their best selves every day and achieve their personal and professional goals.

## Curious

We believe curiosity fuels discovery. To develop innovative medicines and breakthrough healthcare solutions, we need curious minds with a constant desire to learn and a passion to discover new and better ways of doing things.

## Unbossed

Our people are most creative and productive when they are empowered to shape their work environment and pursue their ideas. We are focusing on encouraging leaders to remove obstacles and to empower their teams to reach their full potential. We are also equipping them with tools to be more self-aware and to set clear goals.

## Integrity

By advocating and applying high ethical standards every day.

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