



At Novartis, people are more than just resources.

People are our business. And Novartis Pharmaceuticals Corporation's Human Resources professionals are the support for that business. Out from behind the scenes, they're engaged across the organization at every level. Whether recruiting talent to support our rapidly expanding business, designing development plans for our promising new leaders, partnering with leaders on strategic design and organizational alignment, benchmarking to ensure our compensation and benefits are competitive, or working with our sales force on a comprehensive retention plan, Novartis Human Resources professionals are a key element of our growth.

At Novartis, the Human Resources Department is divided into four functional areas:

HUMAN RESOURCES PLANNING AND DEVELOPMENT

Some companies refer to these professionals as "generalists," but at Novartis we recognize they are much more than that. Our HRPD professionals are change leaders and active members of their client business unit

management teams. Each HRPD professional establishes a solid understanding of his or her client's department and customizes organizational initiatives and creative solutions to address that department's diverse business needs. The role is multi-faceted and includes such critical functions as executive coaching, customized organizational development, strategic staffing and career development, change management, performance management and employee relations counseling. Using knowledge of Human Resources tools, HRPD professionals work in partnership with their client groups as strategic consultants, change champions and career coaches to achieve targeted results.

STAFFING SERVICES

Better known as recruiting, Staffing Services professionals use their solid HR generalist background and recruiting and negotiating skills to attract top-tier candidates to Novartis Pharmaceuticals Corporation's headquarters sites and field force. Their technical skills include proficient use of our state-of-the-art applicant tracking system (ATS) and Internet research.

Novartis Staffing Services professionals have a solid understanding of the overall Novartis business strategy and perform workforce planning and consulting not only to fulfill the short-term needs of their internal clients, but the long-term needs of the business. They support the business and the potential hire every step of the way — from headcount approval to first day orientation. In concert with the entire HR department, Staffing Services professionals underline Novartis' commitment to diversity through outreach and recruiting programs and ensuring EEO compliance and monitoring of promotions and attrition.

COMPENSATION, BENEFITS AND HRIS

Nothing drives recruitment and retention in a growing organization like competitive compensation and benefits. Professionals in these areas are fully engaged in the business and use their customer focus, financial and analytical skills to help manage a payroll budget of \$700 million, and a \$100 million employee benefits package. Balancing the needs of the potential recruit and the needs of Novartis, they build comprehensive

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packages that include stock options, bonus plans and other enhancements. The team benchmarks Novartis benefits every two years and compensation every year, to ensure that we are competitive within our industry.

Serving as consultants and facilitators, HRIS professionals build libraries of reports, track data and create new ways to use HR data with one focused goal: enhancing organizational effectiveness.

MANAGEMENT AND ORGANIZATION DEVELOPMENT

The Novartis Management and Organization Development function is a valued internal consulting group, with experience from some of the best consulting firms and corporations in the country. Each professional partners with both HR and multiple client groups while serving as a resident specialist in his or her areas of expertise. M&OD professionals focus on diagnosing and developing the best systems and solutions to meet business needs. Areas of focus include: strategy development and strategic planning, performance management and succession planning, culture and values, learning and education, workforce planning, competencies and leadership development, change management, organizational structure

and design, process improvements, reorganization and team design, to name a few. Using rich data analysis, including individual and group assessments, 360° feedback and organizational surveys, they monitor the performance and pulse of the organization and develop innovative and value added solutions using the most progressive methods and tools. Aside from providing consulting expertise, M&OD professionals also lead projects and work closely with their counterparts at other Novartis Group companies around the world to share expertise in talent review, leadership development and building best practices.

THERE'S A PLACE FOR TALENTED PROFESSIONALS IN HR

A growing and flourishing organization, Novartis is an exciting place to be — particularly for HR professionals. At Novartis, we're on the lookout for change leaders and innovative thinkers with a big picture mentality. In addition to excellent technical skills, our diverse professionals must have strong business acumen, and be exceptional consultants and partners.

Named 2001 Company of the Year by *Med Ad News*, and one of the 100 Best Companies by *Working Woman* magazine

for three years running, Novartis Pharmaceuticals Corporation remains focused on enhancing its reputation with current and potential employees. We're looking for talented HR professionals to make it happen. To grow your career, you need a good company; to grow our business, we need good people. Let's work together. Think what's possible.