

Global HR community



## HR GLOBAL WEBCAST

20th February 2020

# Today's agenda

## 01 Introduction

- New comers
- Updates in HR CoE
- Recognition
- GLT feedback

## 03 Update CoE: C&B

- Share our Success
- ACR Campaign

## 05 HR global webcast

- A more inclusive format

## 02 Update CoE : TM

- Mentoring /Fast Tracking Talents
- iDevelop calendar
- Engagement survey update

## 04 2020 Objectives

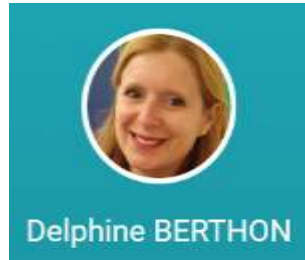
- Global objectives
- HR objectives
- HR priority projects

## 06 HR tools

- New HR collaborative platform
- Update HR insights
- Headcount project

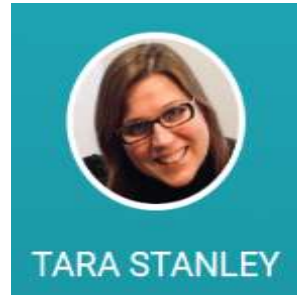
# 01 Welcome to newcomers

## France



**Delphine Berthon**  
Signes  
HR coordinator

## North America, Commercial Operations



**Tara Stanley**  
Cambridge  
Senior Director, People,  
Organization &  
Capabilities

## Russia



**Lyudmila Tolochkova**  
Moscow  
Communication Manager

## UK



**Temreez Ahmed**  
Bath Road  
HR & Talent Coordinator

## China



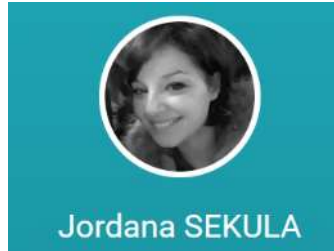
**Sophie Li**  
Beijing  
Senior C&B Manager

## Algeria



**Haniya Bouamer**  
Algiers  
HR Development Officer

# 01 Updates in HR Global CoE



**Jordana Sekula & her team**  
Talent Acquisition Director, France  
Now reporting to **Lisa di Paolo, VP Talent Acquisition**



**Kathleen Warnecke and Nick Weinel & their team**  
C&B Manager NA and C&B Manager UK & Ireland  
Now reporting to **Sophie Veron, VP Compensation & Benefits**



working on a specific assignment  
Diversity & Inclusion.

**Benoit Massal**  
HR Program Director , Global  
Now reporting to **Isabelle Meriel, VP TM & Engagement**



**Marjorie Vincenti**  
HR Global Communication Manager  
Now reporting to **Sophie Marchandise, VP HR Transformation**

# 01 Awards & Recognition

Congratulations to Ipsen Russia who is joining the club, who's next ?



Ipsen Russia was recognized as TOP Employer Russia 2020



# 01 GLT 2020 SUMMIT – A few takeaways



- We continue to **execute the strategy** against despite the recent news and
- continue to **increase the value of our pipeline** through the advancement of internal programs and sourcing of external assets.
- **CSR** highlighted in a booth
- Workshops on the **Engagement Survey** moderated by a LBS cohort and focusing on the themes of customer-centricity, confidence in the future and promotion diverse of backgrounds)
- **Patient** focus: A Life in a Day and Tin Soldiers
- As in previous GLTs, many topics around **leadership**
  - Importance of communication
  - The Future Leader
  - Booth on the Leadership Pathway



# Update Centers of excellence

## 02 -Talent Management & Engagement

# 02 TM: Feedback from GLT summit



## People Corner

More than 30 GLT members already signed up!

# Talent Management Update

Status



## Fast Tracking Talents

- **Participants list**  
Target date Feb.21<sup>st</sup>
- **Program design**  
Request For Proposal launched

### Planning

Send RFP	Feb. 20 <sup>th</sup>
Proposals reception	Mar. 3 <sup>rd</sup>
Proposals analysis	Mar. 5 <sup>th</sup>
Providers presentation	Week of Mar. 9 <sup>th</sup>

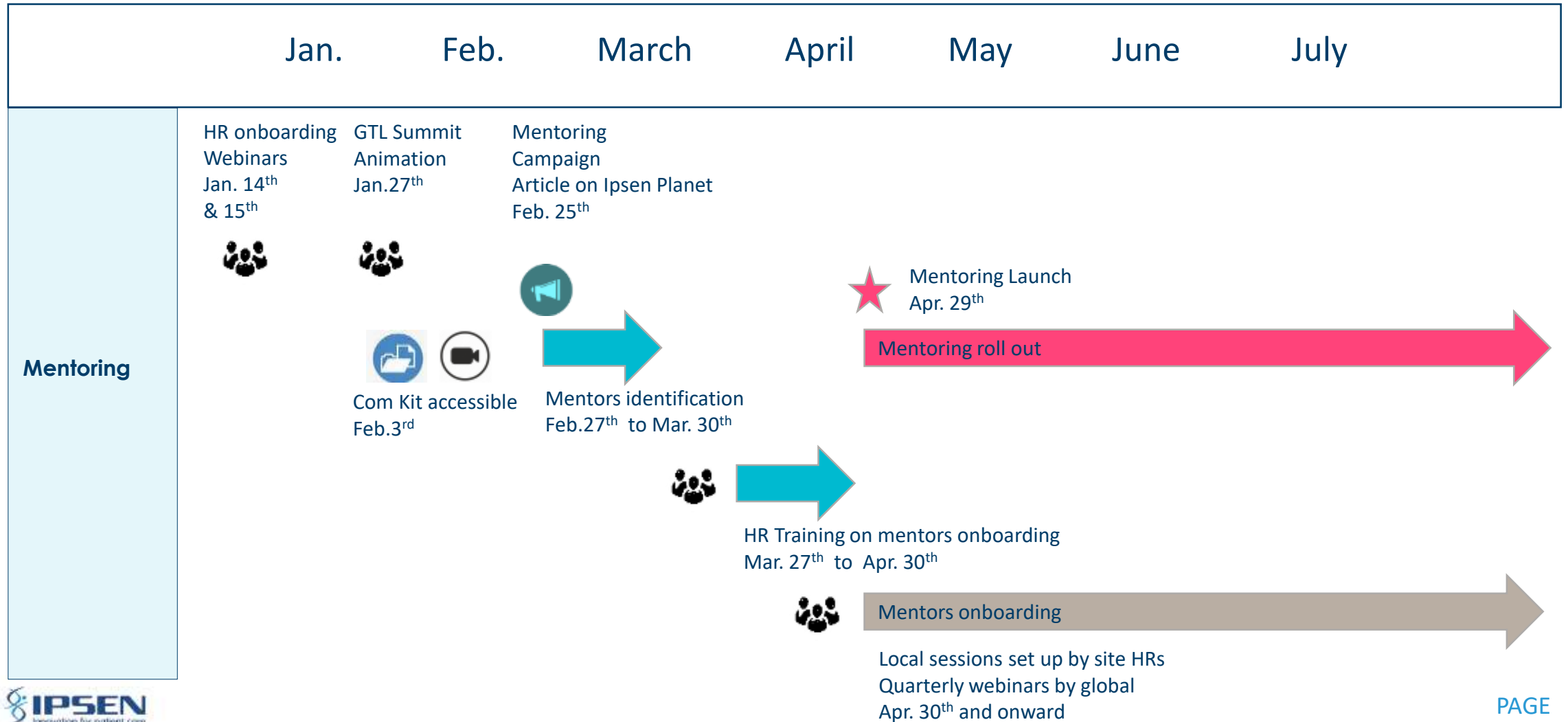
**Providers:** Krauthammer, Lee Hecht  
Harrison, Dale Carnegie, SHL, Hemsley  
Fraser, Mind Gym.

## Mentoring

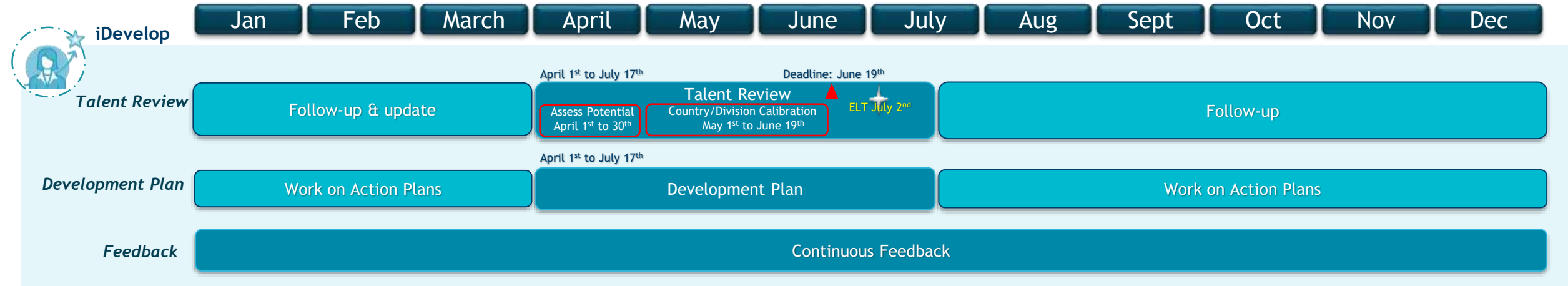
- **Campaign launch**  
Feb. 25<sup>th</sup>
- **Mentors selection**  
Feb. 25<sup>th</sup> to Mar. 30<sup>th</sup>
- **Mentors training**  
Local sessions starting from April  
Quarterly webinars set up by Global also accessible to all
- **Program launch**  
Apr. 29<sup>th</sup>

# Mentoring Planning

Mentoring campaign and launch



# 02 –TM 2020 iDevelop Calendar



- Processes aligned in time to have simultaneously talent reviews & development plans nurturing one another
- Feedback culture: educate and provide guides to improve the feedback culture within Ipsen

- *Development plan:*
  - Reach not only quantitative but qualitative results
  - Simplified development plan template
  - Focus on 70 and 20 parts of Ipsen learning model
  - Discussion guides, communication dedicated to managers/employees and workshop for managers/HR

- *Talent Review:*
  - Assessment of all Ipsen employees
  - Ensure identification of early in career top talent/next generation leader
  - Optimize use of iPeople tool to get accurate talent data

# 02- TM Engagement survey 2019

## FOLLOW-UP

### STATUS

- **Action plans** should be finalized by units and stored in Box folder Engagement action plans consolidation – by end of February
- Inspired by ideas from GLT workshop, the **Global action plan** is under development with the following focus areas:
  1. Attracting, developing & retaining people with diverse background
  2. I strongly believe in and support the company's future direction
  3. In my team, we continuously use customer feedback to improve our products/services

### NEXT STEPS

- **Communication on Global Action plan** – beginning of March





# Update Centers of excellence

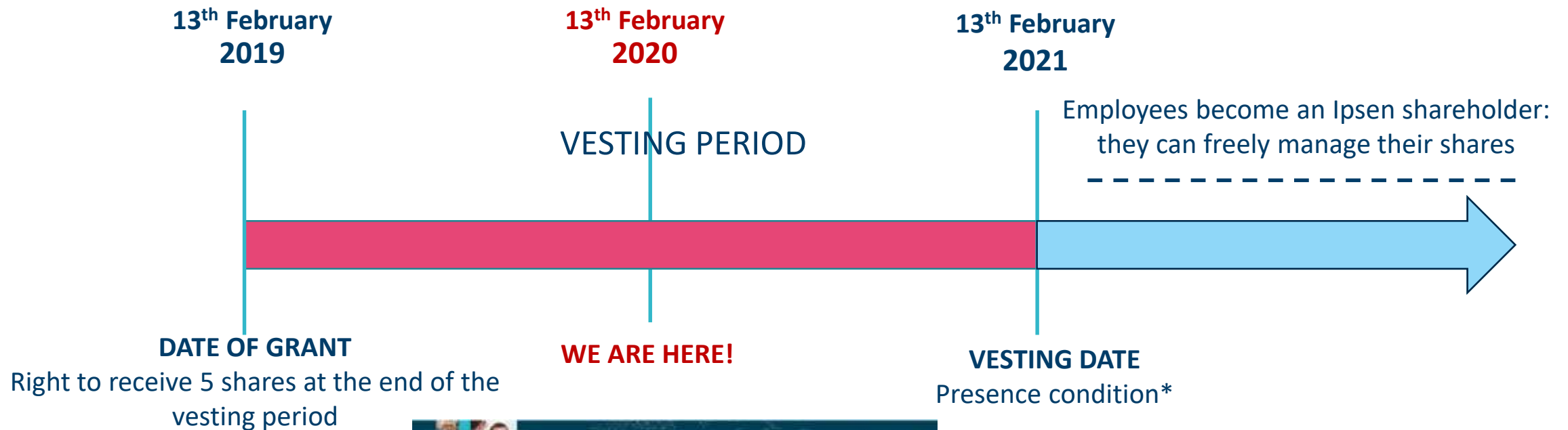
3 -Compensation &  
benefits

# 2018 Share the Success - Halfway to delivery

## An important milestone in the plan



- A year ago, we launched our “5 Shares for All” program to share the success with all employees around the world: 5 IPSEN Shares with a 2-year vesting based on presence condition
- More than 5,600 eligible employees in 35 countries will be Ipsen owner at the end of a 2-year vesting period.



# 2019 Share the Success



## Purpose

To share Ipsen's success in 2019 and to reward the great results we achieved as a group

## Scope/Eligibility

All Ipsen employees

- Be employed on Dec. 31<sup>st</sup>, 2019
- Be present at time of payment – expected February/March 2020
- No performance criteria

## Value

500€ or equivalent

One Ipsen Mindset:

- Same amount for everyone, regardless of country, salary, individual or country performance

## Vehicle

Individual one-off payment (bonus)

- Delivery mechanism can be adapted locally to be more efficient (e.g. tax effectiveness)
- Must be done in a compliant fashion

## Communication

Announced at GLT Summit

Communicated globally today

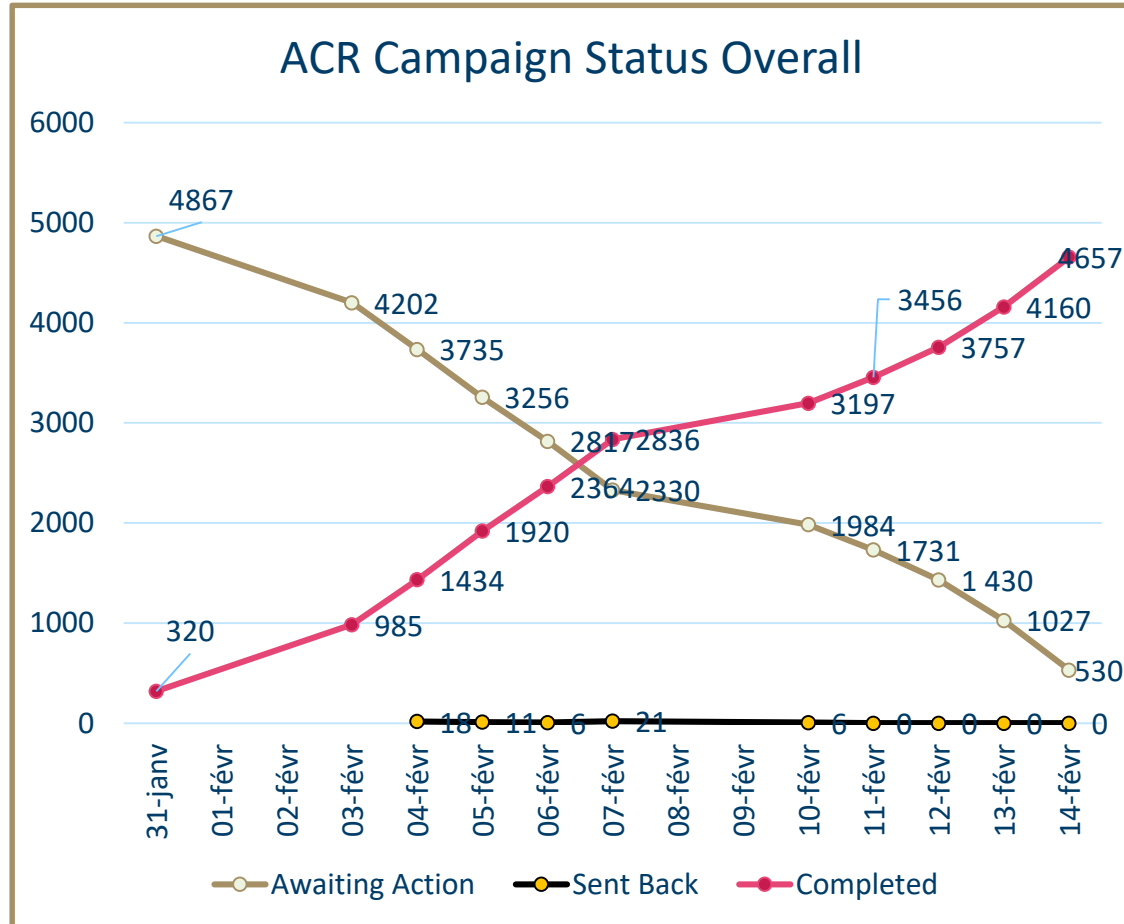
Local communications roll-out in the coming days

# 2020 Annual Compensation review

## Key dates



# 2020 ACR Campaign Status Overall



- Local & Global check/ adjustment until **Feb 21<sup>st</sup>** to monitor overall budget
  - Merit Increase
  - Promo/ catch-up (done in Jan/Feb/ March)

BUDGET FOR INDIVIDUAL INCREASES %	BUDGET FOR PROMO/CATCH UP %	INDIVIDUAL INCREASE GUIDELINES AMOUNT	INDIVIDUAL PROPOSAL AMOUNT	PROMOTION / CATCH UP/ LUMP SUM SPENT IN IPEOPLE	PROMOTION FROM JAN 1ST (OUSTIDE ACR PROCESS)	REMAINING BUDGET
X	X	X	X	X	X	X

# Short-Term Incentive update



- 2019 STI payout (to be paid in 2020)

Calculations will be made according to the following criteria and weights:

Payout	Short-Term Incentive	= (	Collective Performance	+	Individual Performance	) x	Group Performance
Collective vs Individual			Collective Factor		Individual Factor		Group (in %)
			50%		50%		100%

- 2020 STI Plan design will be similar to 2019

# ACR : Focus on Compensation letters in iPeople

Key dates



**HR Preview**

**2<sup>nd</sup> to 6<sup>th</sup> of March**

- HR access and review letters in iPeople (Prod)
- Contact HRIS and C&B if any issue



**Manager to communicate**

**6<sup>th</sup> to 20<sup>th</sup> of March**

- Manager access the letter in iPeople and distribute it to direct reports



**Employee access**

**From 1<sup>st</sup> of April**

- Employee can access the letter at anytime during the year



**NEW in 2020 :**  
Digital Compensation Letters to embrace our CSR commitment

## Manager Training : 2020 Compensation Letters

Managers to communicate letters from March 6 to March 20.



We will provide all information your need to be able to communicate the Compensation Letters to your people.

You are welcome in Boulogne Auditorium and Webcast on :

March 5, 2020 from 2 to 2:30PM (CET) in English  
[Webcast link in English](#)

# Ipsen Group – 2020 Objectives

## FULFILL OUR BOLD PROMISE

### 1. Pipeline

Increase the value of our pipeline through the advancement of internal programs and sourcing of external assets.

### 2. Specialty Care

- Maximize the value of Somatuline® through its lifecycle.
- Bolster Oncology capabilities and accelerate the adoption of Onivyde® and Cabometyx®.
- Accelerate Neurosciences capabilities, competitiveness and growth of Dysport®.
- Anchor our presence in Rare Diseases, and maximize the value of palovarotene to serve the FOP patient community.
- Continue the transformation of our manufacturing footprint and organization to ensure supply of our key products.

### 3. Consumer Healthcare

Grow Consumer Healthcare as a sustainable autonomous business.

**Being a  
leading global  
biotech company  
focused on  
innovation and  
Specialty Care**

## DELIVER ON OUR COMMITMENTS

4. Deliver budget 2020 and foundation for long-term growth.
5. Build innovative business models and digital solutions to enhance operational effectiveness while championing a customer experience of simplicity and agility.
6. Increase productivity and efficiency gains to optimize our cost base and reinvest in future growth.

## LIVE OUR VALUES & CULTURE

7. Foster the One Ipsen Way of Being.
8. Embrace an innovation and biotech mindset, delivering patient focused solutions.
9. Attract, develop and retain talent, championing diversity and inclusion.
10. Promote and strive for excellence in each of the three pillars of our Company Social Responsibility strategy: Employment, Patients & Society, and Environment.

**Deliver our results and achieve our objectives in an ethical and compliant manner**

## FULFILL OUR BOLD PROMISE

- Be instrumental in **shaping IPSEN future** as business advisor and partner, **co-leading and delivering IPSEN Transformation projects** in all divisions.
- Develop and pilot our **strategic capability planning process** to anticipate mid-and long-term capability needs and translate them into concrete action plans.
- **Attract talents** by further strengthening and monitoring our Employer Value and our TA tools, refining our C&B strategy and introducing KPI dashboards.
- Develop our **pipeline of new talents** through our Talent Management processes and specific programmes (mentoring, fast-tracking talents).
- Maintain and **retain** highly-engaged talents, fostering the One Ipsen Way of Being and adapting our remuneration programs.
- **Fuel the Growth** through efficient headcount cost management and by providing our business leaders with the appropriate KPIs to drive their resources. their resources.

Enable leaders to build capabilities and workforce for IPSEN future business

## DELIVER ON OUR COMMITMENTS

- Make the **Ipsen leadership framework** resources available to all by completing the delivery of planned programmes and by reinforcing existing ones.
- Help all our employee find ways to **grow and learn every day** using on-the-job development opportunities.
- Drive CoE performance through the introduction of **SLAs and KPIs** and optimized HRIS

## LIVE OUR VALUES & CULTURE

- Strengthen employee **engagement**, building on the insights from the 2019 survey and exploring more agile and focused ways to obtain them in the future.
- Develop a roadmap to **promote diversity and inclusion** in all aspects of IPSEN business and ensure we are able to track tangible results via appropriate KPIs.
- **Reinforce and communicate our C&B principles** including through the introduction of worldwide minimum standards for key benefits, global guidance on incentive to foster business ethics and digital solutions.

Deliver our results and achieve our objectives in an ethical and compliant manner

## HR 2021 Strategic Projects

Project Title	HRLT Accountable
1 Strategic Capabilities Planning	Nicole Launay
2 Talent Access Sourcing	Lisa DiPaolo
3 "70" Framework	Isabelle Meriel
4 Employee insight (Pulse Survey)	Isabelle Meriel
5 Global Diversity and Inclusion	Isabelle Meriel
6 Maximize HR Tools	Sophie Marchandise
7 C&B Strategy	Sophie Véron
8 Total Rewards communication	Sophie Véron
9 Sales Compensation Principles	Sophie Véron



# HR global webcast New format



# HR global webcast format

Let's be more collaborative!



We want to continue to improve our HR global webcasts  
In particular, we would like to involve you more and to **cover more local topics**

For every webcast, we would like to **involve 1 or 2 hosts** who will:

- Prepare with us the agenda and suggest topics
- Present a local topic of their choice
- If technically possible, host the webcast themselves with our support

**Volunteers** are welcome... The next webcast is planned on **April 27th!**



# New HR Tools



# 06- New HR Collaborative platform

## Project Planning

### Onboard HR teams

- Announcement 18 dec HR global webcast
- Dec-jan 2020 feedback collected from various HR
- Send a survey to all HR teams to select the name of our platform
- Create a ref doc explaining the platform

### Onboard Key contributors

- Organize onboarding sessions with key contributors (18feb/ tbc )
- Content mapping from Jan2020

### Launch & listen

- **20 feb** –demo during HR global webcast , reveal of name, fonctionnalités and lay-out
- Launch email **3<sup>rd</sup> march**
- In each HR global webcast highlight some great insights/features from the platform
- Send a satisfaction survey mid-year
- Finalize axis of improvements during GHRM 2020

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC

Launch phase



Launch email

Run & feedback phase



Satisfaction Survey by email

Improve & adapt to HR needs



GHRM Axis of improvements from feedback

# 06 NEW HR Collaborative platform

## Global key contributors

### NEWS - PROJECTS

- 2019 Engagement survey results
- New onboarding communication
- The iLearn new site has been launched

READ MORE

### NEWS - ANNOUNCEMENTS

- Markus Voss appointed as head of HR in Germany
- The dec 2019 webcast replay now available
- Sharing 2020 HR global objectives

READ MORE

### NEWS - CAMPAIGNS

- End-of-year performance - Guideline
- End-of-year performance - Email for managers
- Objective settings –Launch email for all employees

READ MORE

### SHARE & INSPIRE

- Take-aways from Unleash in Paris
- [2020 Global HR trends](#)
- Feedback about the iLearn event in Cambridge

SHARE WITH THE COMMUNITY

### Q&A FORUM

- When do we need to deliver our action plan regarding the Engagement survey ?
- Who is eligible to become a mentor at Ipsen ?

ASK YOUR QUESTIONS

### CALENDAR

Dec 13th - Deadline for managers to submit y-e performance

Dec 18th - HR global webcast

SHOW FULL CALENDAR

USEFUL LINKS

# Top down communications by global contributors : categories+ tags on project news per CoE + option push mail to HR community



Home / News

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[USEFUL LINKS](#)

- Projects
- ALL NEWS
- Projects
- Announcements
- Campaigns

- Talent Acquisition
- Talent Management & Engagement
- Compensation & Benefits
- CSR
- Other

- Tags
- Talent Acquisition
  - Talent Management & Engagement
  - C&B
  - CSR
  - Other



Talent Management & Engagement

### Announcement - Fatima Hassani - CHC Finance

by Adelaide FAVIER DU NOYER - October 29, 2019

Suspendisse potenti nullam ac tortor. Et magnis dis parturient montes nascetur ridiculus mus. Leo vel fringilla est ullamcorper. Consectetur lorem donec massa sapien faucibus et. Quis hendrerit dolor magna eget est lorem ipsum.

[READ MORE](#)



Talent Management & Engagement

### Announcement - Fatima Hassani - CHC Finance

by Adelaide FAVIER DU NOYER - October 29, 2019

Suspendisse potenti nullam ac tortor. Et magnis dis parturient montes nascetur ridiculus mus. Leo vel fringilla est ullamcorper. Consectetur lorem donec massa

[READ MORE](#)

# Blog posts created and shared by the whole HR community



HR INSIDER

NEWS

SHARE & INSPIRE

Q&A FORUM

CALENDAR



Library



Help

## SHARE & INSPIRE

Home / Share & Inspire

Mollis aliquam ut porttitor leo. Sollicitudin tempor id eu nisl nunc. Fusce ut placerat orci nulla pellentesque dignissim. Morbi tristique senectus et netus. Nibh nisl condimentum id venenatis. Pellentesque sit amet porttitor eget dolor. Scelerisque fermentum dui faucibus in ornare quam viverra.

USEFUL LINK

+ SHARE A POST

All

Best practice

Trends

Innovation

Event

Experience



Best Practice

### 2020 Global HR trends

18 December 2019 - 2 comments

Ut enim ad minima veniam, quis nostrum exercitationem ullam corporis suscipit laboriosam ...

See more >



Innovation

### Commodi conse

18 Decembrer 2019 - 2 comments

Ut enim ad minima veniam, quis nostrum exercitationem ullam corporis suscipit laboriosam ...

See more >



Event

### Commodi conse

18 Decembrer 2019 - 2 Comments

Ut enim ad minima veniam, quis nostrum exercitationem ullam corporis suscipit laboriosam ...

See more >



SHARE & INSPIRE

Home / Share & Inspire / 2020 Global HR trends

Best Practice

2020 GLOBAL HR TRENDS

18 December 2019 - 2 comments



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VITAE SAPIEN PELLENTESQUE HABITANT MORB

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Post includes : tag (topic), photo , text, hyperlinks to documents or external links  
Possibility to comment /like the post



Sources

- Ut enim ad minima veniam, quis nostrum
- exercitationem ullam corporis suscipit laboriosam, nisi
- laboriosam, nisi ut aliquid ex ea commodi consequatur
- nisi ut aliquid ex ea commodi consequatur

Make a comment

Name \_\_\_\_\_ Surname \_\_\_\_\_

Your comment

MAKE A COMMENT

2 comments

< Page 1 of 1 >

Ethel Drake 03/13/2019 02:44AM

Optio cumque nihil impedit quo minus id quod maxime placeat facere possimus, omnis voluptas assumenda est, omnis dolor repellendus.

Iraj Pirdoost 05/25/2019 02:44AM

Optio cumque nihil impedit quo minus id quod maxime placeat facere possimus, omnis voluptas assumenda est, omnis dolor repellendus.

# Section Q&A

These section will be the opportunity to ask the community for help on a specific topic or launch Global projects Q&A.

The screenshot displays a Q&A interface with the following elements:

- CREATE A TOPIC** button (dark blue)
- Filter: ALL OPEN RESOLVED CLOSED MY QUESTIONS MY SUBSCRIBES
- SORT BY dropdown menu
- List of questions with status icons (question mark, checkmark, or thumbs up), titles, user information, and statistics (views, answers, votes).

Status	Question Title	User	Views	Answers	Votes
?	Share your ideas to improve Fin'Connect !	mi-wane.sallie@ipsen.com asked 5 months ago	108 views	0 answers	0 votes
✓	To my peer-controllers : Xls file for upload costs on CC and IO in SAP (for F1) does not appear in KP06 & KPF6 anymore	Marleen STOCKMAN commented 7 months ago - Questions	29 views	0 answers	0 votes
?	2019 Finance Priorities	Pierre JULLIAN commented 1 year ago - Questions	206 views	0 answers	3 votes
?	Documentation to add on Fin'Connect Library	Alexandre VISIGLIO commented 1 year ago	141 views	1 answers	2 votes
👍	First reaction on Fin'Connect	doniphan.gijean@ipsen.com commented 1 year ago - Questions	280 views	1 answers	9 votes
?	Share your thoughts on 5Y Plan digital dashboard	Alexandre VISIGLIO commented 1 year ago	104 views	0 answers	4 votes
✓	How can i add the fin'connect app shortcut on my phone / tablet ?	mdelpiano answered 1 year ago - Questions	62 views	1 answers	0 votes
?	Feedback on F1 submission	mi-wane.sallie@ipsen.com asked 2 years ago - Questions	54 views	0 answers	0 votes

# Section Calendar

Global up to date Calendar key dates will be available on the platform and in your Outlook.

Possibility to also download full version 2020 in pdf

HOME > CALENDAR

Events for January 2020

EVENTS IN: Date | VIEW AS: Month

< December | February >

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
30	31	1 New Year's Day	2	3 ROF	4	5
6 Sales in TM1	7 INV	8	9 Closing	10	11	12
13	14	15	16	17	18	19
20 Flash CDKisions only	21	22	23 2020 BR + FC	24	25	26
27	28	29	30	31	1	2

< December | February >

# Section library

Simple button to existing Box folder : HR Community Documents , no search mode at this stage.

The screenshot displays the IPSEN Box interface. The top navigation bar is blue with the IPSEN logo on the left and a search icon on the right. A left sidebar contains navigation options: All Files, Recents, Synced, Trash, Feed, Notes, and Favorites. The main content area shows a folder view of 'HR Community Documents' with a table of sub-folders.

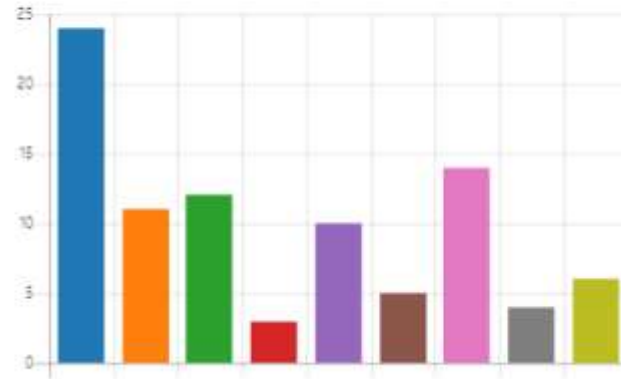
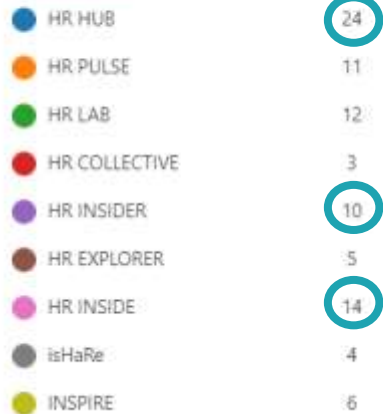
Name ^	Updated	Size
01-Talent Management	Oct 18, 2019 by MIRJANA LE FRIEC	100 Files
02-Talent Acquisition	Aug 19, 2019 by Sophie Marchandise	140 Files
03-C&B	Jul 24, 2019 by Sophie Marchandise	2 Files
04-One Ipsen Way of Being	Jul 24, 2019 by Sophie Marchandise	189 Files
05-HR Tools	Oct 30, 2019 by Mareva Armenti	813 Files
06-HR Onboarding	Today by Sophie Marchandise	37 Files
07-HR Corporate planning	Oct 9, 2019 by David NOUET	4 Files
08-HR Principles	Sep 25, 2019 by Sophie Marchandise	1 File
09-Communication templates	Oct 25, 2019 by Sophie Marchandise	1 File
2019-Employee Engagement survey	Oct 25, 2019 by Marjorie VINCENTI	18 Files
2019-GHRM	Oct 30, 2019 by Sophie Marchandise	85 Files
2019-HR Calls	Oct 10, 2019 by Sophie Marchandise	7 Files

# 06 HR collaborative platform: **HR INSIDER**

2 rounds of votes among the HR community

1. What is your favorite name among the following suggestions?

[Plus de détails](#)



**73** answers

**15** new suggestions



Choose 1 name among these suggestion 20 hours ago

HR HUB 43%

HR INSIDER 57%

72 votes



# 06 And other exciting news on new HR tools!

## HR Insights soon live for local HRs



- HR Dashboards and reports at the tip of your finger!
- Will be made available to Site HRs
- A short training will be proposed to you soon

## How to get access

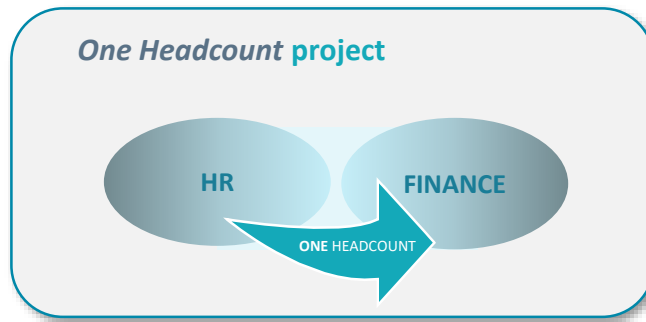
- via IAM: one request for the DataViz / one for the DataHub

## Next steps

- BHRs are reviewing the Security Matrix to assign the correct scope to each Site HR.

# 06 And other exciting news on new HR tools!

## HR to be fully owner of Headcount data!



- Leveraging iPeople and HR Insights, a new interface between iPeople and the Finance reporting system BFC, starting in February
- Together with your Finance counterpart, you are invited to a presentation on the 28th of Feb where all details will be provided to you



**Please ensure that your data in iPeople are cleaned and up-to-date!**

# Thank you

