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of being

# 2020 益普生人力资源 经理实用手册

2020 Ipsen China People Leaders'  
HR Manual



**个人资料 PERSONAL INFORMATION**

姓名 Name: \_\_\_\_\_

电子邮箱 E-mail: \_\_\_\_\_

办公室电话 Office Telephone: \_\_\_\_\_

手机 Mobile: \_\_\_\_\_

办公室地址 Office Address: \_\_\_\_\_

邮箱 Postbox: \_\_\_\_\_

# 2020 Calendar

## JANUARY 一月

S	M	T	W	T	F	S
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
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## FEBRUARY 二月

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## MARCH 三月

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## APRIL 四月

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## MAY 五月

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## JUNE 六月

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## JULY 七月

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## AUGUST 八月

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## SEPTEMBER 九月

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## OCTOBER 十月

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## NOVEMBER 十一月

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## DECEMBER 十二月

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# 2021 Calendar

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## APRIL 四月

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- 人才招聘
- 人才管理
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# 益普生集团人力资源 管理原则

## V1.0

V1.0 | 2019 年 9 月 | 初始文档

## 益普生集团人力资源管理原则 | 内容概述

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## 目的和管理

### 目的

该文件旨在阐述益普生集团人力资源管理原则，以便：

- 使每一位新加入的人力资源部门员工更容易地理解和学习益普生人力资源管理原则
- 作为**管理人员**和**员工**的参考
- 这些原则能在人力资源程序、政策和项目中**体现**

### 认知

- 每一位**人力资源部门员工**都应该了解这份文件
- 它是每位新加入人力资源部门员工的一个入职学习内容

### 问题

如果您对人力资源管理手册有任何问题，请参考以下途径解决：

- 如果是由非人力资源部人员提出：请咨询您的人力资源业务伙伴
- 如果由人力资源部员工提出：请咨询您的经理或人力资源领导团队成员

### 更新

在获得首席人力资源官 (CHRO) 同意后，由人力资源转型副总裁负责管理更新

## 人力资源愿景

通过优化组织能力、提高员工敬业度并赋能我们的领导者来推动业务创新，实现益普生的宏伟目标。



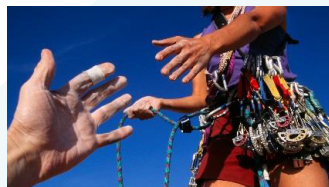
**能力**

具有胜任  
工作的能力



**贡献**

每天贡献  
最好的自己



**承诺**

勇于担当  
公司的使命

「 员工敬业度 = 能力 × 贡献 × 承诺 」

## 敬业度和价值观

### 参考

- 所有的人力资源项目都应本着“以患者为中心”的理念
- 益普生鼓励员工参与公司发起的体现**企业社会责任**的活动（如年度社区日，Ipsen-in-motion 等）
- 所有人力资源活动都应该遵循**同一个益普生的行为方式**，人力资源部员工是同一个益普生的行为方式的践行榜样。
- 在所有人力资源活动中，**道德与合规和执行质量**都应该被放在首位

### 人力资源运营价值观

- 作为真正的业务伙伴，人力资源部员工在日常工作中应提供行业一流的**专业且合乎道德标准**的服务
- 在任何国家或组织中，每位益普生员工都应始终受到**尊重和公平**对待
- 益普生注重提升员工的**幸福感**
- 益普生鼓励**认可并庆祝成功**

## 组织规划

### 目的

- 旨在设计支持业务目标的最优化的组织架构

### 组织架构

- 益普生倡导一种最多 6 个层级且管理幅度 7-10 人的**扁平化组织架构**
- 每位员工最多同时拥有一条**业务汇报线**和一条**职能汇报线**
- 益普生围绕法国、美国和英国 3 个主要**中心**开展业务
- 任何影响领导团队的**组织架构变化**都需要人力资源部的预先确认 (首席人力资源官 (CHRO) 支持全球领导团队 (GLT), 业务单元人力资源负责人 (BHR) 支持其他管理团队 LTs)
- 同一架构层中的员工间不应存在汇报关系

### 公司治理模型

- 益普生由首席执行官 (CEO) 及其带领的执行领导团队 (ELT) 领导
- 全球领导团队 (GLT) 由全球最关键高级职位构成
- 首席人力资源官 (CHRO) 负责确认并维护**全球领导团队 (GLT) 的成员名单**

### 岗位描述

- 每个岗位都必须有《岗位描述》。除特殊岗位外, 每个《岗位描述》都应使用通用的《岗位描述》模板。

## 人才招聘 | 宗旨和愿景

### 目的

- 运用**战略方法**来识别，吸引和雇用人才加入益普生，并通过以下方式有效地**满足我们不断增长和不断变化的业务需求**：
  1. 根据数据制定计划和战略
  2. 内部人才管理
  3. 雇主品牌建设
  4. 候选人关系管理

### 愿景

- 招聘团队提供**战略服务**，寻找、吸引和聘用高素质人才。在整个人才招聘过程中，招聘团队通过充分利用技术来提高敬业度，获得**非凡的求职者体验**，为益普生创造**竞争优势**
  1. 为每个候选人创造卓越的体验
  2. 提升益普生雇主品牌，成为公认的领先生物制药公司
  3. 作为与业务目标对齐的敏捷型组织来开展日常工作
  4. 通过提升能力来推动卓越的运营和执行

## 人才招聘 | 策略和方法

### 基于数据的规划和战略

- 招聘团队应积极与财务和业务部门主动沟通，确保人才招聘时间表与业务战略保持一致
- 利用**人才**和**市场数据**为人才决策提供依据，做最好的决定

### 内部人才管理

- 招聘团队应主动与人才发展团队携手合作，共同**识别高潜人才**、**建立并使用继任计划**，在可能的情况下，通过内部晋升和内部选拔**培养人才**

### 雇主品牌

- 招聘人员和招聘经理应随时随地有效阐明**益普生的员工价值主张 (EVP)**
- 益普生鼓励员工成为品牌大使和吸引人才的渠道，并通过员工**推荐计划**激励成功推荐候选人加入公司的员工

### 候选人关系管理

- 招聘团队负责甄选有效的猎头顾问公司，成为公司招聘方面的战略合作伙伴
- 努力提供**多样化**的方案
- 在整个招聘过程中**确保公平性**（多元性和公正性）
- **积极**寻找外部人才，建立外部人才库

## 人才招聘 | 招聘流程

### 招聘流程

- 人力资源业务伙伴原则上应该参与**所有雇用和内部调动流程**
- 所有的空缺职位（替代职位或新职位）均应经过人力资源业务伙伴的**审核**，以确认该职位的必要性，并且在开始招聘前得到**预算上的批准**
- 招聘人员应在招聘计划上**与用人经理保持一致**，包括工作描述、招聘流程、步骤和使用的沟通渠道，包括时间安排、招聘计划、初始候选人筛选标准、选拔委员会、面试问题、评分模板以及招聘团队的其它相关说明
- 聘请外部机构提供招聘支持时，应**首选**全球人才招聘团队选择的**合作伙伴**
- 薪酬福利部门原则上应参与候选人**薪酬方案**的审批
- 候选人必须在入职前**签署并提交**所有必要的文件，并**顺利通过**背景调查
- 招聘团队确保在候选人开始工作前完成所有**必要的工作授权**，包括检查竞业禁止条款

### 候选人评估

- 选拔委员会应共同评估候选人是否符合“**同一个益普生的行为方式**”的五个维度
- 选拔委员会应共同评估候选人是否符合**岗位的需求**，是否在益普生内部有发展潜力
- 选拔委员会应共同确定应聘者的个人雄心，要求和期望是否符合**工作角色、级别和组织**
- 用人经理在做聘用决定时，认真考虑招聘决策团队中每个人的**反馈**
- **用人经理**拥有最终的决策权

### 候选人关怀与反馈

- 每个候选人都必须受到**尊重和重视**
- 不论结果如何，选拔委员会的所有参与者都应向每位候选人提供**公平和公正**的体验；面试流程结束后，招聘团队应**及时反馈面试结果**

## 人才招聘 | 内部申请人和全球领导团队 (GLT) 岗位

### 概况

- 益普生认真对待每一个内部申请，鼓励**内部流动**及发展的文化
- 益普生平等对待内部和外部候选人，不论其来源，为所有职位选择最佳人选
- 对于关键和高级别职位 ( 副总裁及以上职位 )，在没有明确的完全准备好的内部候选人的情况下，选拔委员会应确保内部候选人应与外部市场候选人进行比较，最终选拔出最优秀的人才
- **优先考虑内部申请，面试每位合格的内部候选人**
- **用人部门和业务单元人力资源业务伙伴及招聘团队共同对内部人才招聘流程负责**，并确保整个过程公平透明；在总部方面，业务单元领导团队和业务单元人力资源业务负责人共同对内部人才招聘流程负责。
- 每位内部候选人都应该得到**及时和关于有待发展进步的空间的反馈**
- 益普生确保员工了解并**有权申请任何非保密的公开职位**

- 招聘人员应与人力资源业务伙伴共享内部候选人信息，以确保**沟通顺畅**
- 招聘人员负责通知相应的内部申请人的人力资源业务伙伴，人力资源业务伙伴负责通知**落选候选人面试结果**

### 全球领导团队 (GLT)

- 全球领导团队 (GLT) 的人才发展由集团人力资源人才发展部门主导，任何**全球领导团队 (GLT) 层面**的变动都需要业务单元人力资源负责人 (BHR) 和人才管理部门共同决策
- 业务单元人力资源负责人 (BHR) 与人才发展部门协作，为全球领导团队 (GLT) 级别的评估和发展 (继任) 提供候选人
- 由业务单元人力资源负责人 (BHR) 和业务单元领导在人才发展部门的支持下**与内部候选人进行沟通**

## 人才发展 | 愿景和原则

### 目的

- 在益普生，每一位员工都是人才，公司鼓励员工在创造业绩的同时努力提升自己的能力，每天都有所收获
- 益普生提供发展机会，并定制世界一流的领导力项目，目的在于：
  - 驱动高绩效和创新力
  - 提升人才敬业度
  - 发展人才

### 指导原则及治理模型

- **明确职责**
  - 员工应对自己的职业发展负责
  - 经理负责评估团队人员的潜力，确定每一位团队人员的《员工发展计划》/继任计划，并投入时间精力来支持人才发展
- **参考资格**
  - 益普生要求每一位员工都有可执行的《员工发展计划》。根据在人才库的定位不同，员工会参与不同的人才发展项目
- **透明原则**
  - 人才发展的决定和建议应及时与领导团队进行沟通以期达成共识
  - 益普生在员工的绩效、潜力、发展计划和职业选择等方面，益普生保持公平、透明。

## 人才发展 | 绩效管理

### 目的

- 益普生通过结构化的目标设定、持续不断的绩效反馈和定期的绩效评估，确保所有员工按照公司的目标实现**最佳绩效**

### iPERFORM

- 所有直线经理必须确保每位下属在年初或聘用 / 晋升后的 1 个月内，收到明确的达成一致的年度**绩效目标**
- 经理应持续不断地给下属的绩效表现提供**建设性反馈**，并定期收集利益相关方的反馈，帮助下属的绩效表现达到最佳状态。
- 经理应根据年度目标和“同一个益普生的行为方式”进行**绩效评估**，并将利益相关方的反馈考虑在内
- 通过全球 iPeople 系统进行**书面的年度绩效评估**
- 年度绩效评估后，将进行绩效**校准**环节以确保整体的公平性和一致性。公司不鼓励强制分布

### 《绩效改进计划》(PIP)

- 经理应与绩效评分被认定为“低于预期”的员工沟通制定《**绩效改进计划**》
- 《**绩效改进计划**》的目标必须有**明确的时间表**，**经理需与其员工进行定期回顾**
- 人力资源业务伙伴**应监督**整个流程

## 人才发展 | 人才发展计划和项目

### 目的

- 益普生通过践行“我们每天一起分享、成长”的行为方式，发展、吸引和保留**多样化的高绩效团队和积极进取的员工**
- 益普生提供人才发展**机会**，推动绩效和创新，并提升员工敬业度
- 益普生倡导**反馈文化**，用以发展员工并助力员工彼此赋能

### 《员工发展计划》

- 益普生要求每位员工都应有一个《**员工发展计划**》，**每年至少与其经理沟通回顾一次**，并记录在公司人力资源工具 iPeople 中
- 经理负责跟踪**行动计划的进展**，确保员工的《员工发展计划》的落地实施
- 发展行动依据 **70/20/10 学习原则**进行分类，以确保计划清晰执行高效且易于分析

(\*) 70/20/10: 一种学习法则，表明每个人的学习中70%来自日常工作中实践,20%来自日常行为反馈,10%来自学习（例如培训和碎片式学习）

### 领导力发展项目

- 集团人力资源部负责整个领导力发展项目。只有经过其审核的项目方可开展执行
- 益普生根据 70/20/10 学习原则设计人才发展项目
- 每位员工都有发展的机会
- 公司所有在线学习项目都必须在益普生学习平台 iLearn 上开展

## 人才发展 | 国际人才流动

### 目的

- 益普生根据人才战略，鼓励**人才**考虑国际流动机会，使员工自身的潜能得到充分展示

### 指导原则

- 益普生所有国际派遣机会均应取决于公司业务和人才发展的需求：
  - **长期国际派遣**通常是 2 到 5 年的长期项目
  - **短期国际派遣**通常是工作见习，工作调换，项目委派，借调…)
- 国际派遣有**时限**，**超过 5 年**的派遣将转换为本地调任
- 任何国际流动（短期 / 长期派遣或永久性调动）均由**国际人才流动中心**协调

### 国际人才流动政策

益普生的国际人才流动政策基于核心指导原则及高级派遣政策：

- **核心指导原则**旨在使政策标准化，并适用于每位国际派遣的员工
- **高级派遣政策**仅适用于**顶尖人才**，并且需要获得全球业务单元人力资源负责人的批准
- 根据核心指导原则和高级派遣政策框架，制定如下**3 个国际人才流动政策**：
  - 国际人才长期派遣 (ILTA)
  - 国际人才短期派遣 (ISTA)
  - 国际人才派遣转本地调任 (IPT)

## 人才发展 | 辅导和导师制

### 辅导

- 人力资源负责人对进入辅导计划的人才确定适合的辅导者
- 原则上，辅导项目将会推荐给被识别为**有潜力发展到更高层级并承担更多责任的正式员工**（高潜人才或顶尖人才）和 / 或被提名为关键岗位继任者的正式员工
- **高管辅导项目**（适用于全球领导团队 (GLT) 及以上）应由业务单元人力资源负责人 (Divisional HR) 进行确认
- 辅导目标应在三方（即人力资源合作伙伴、经理、员工）之间达成共识
- 辅导项目原则上持续时间**不得超过 6 个月**
- 所确定的**教练名单**应根据被辅导者的责任级别（当地、业务单元或全球）和预期结果而定
- **教练**不能同时指导存在直接上下级关系的两位员工

- 所有外部教练必须在**公认的教练技术认证机构注册**（例如：国际教练联合会 ,ICF 或欧洲辅导与导师制委员会 , EMCC）
- 如果实施辅导项目，直线经理负责确保其团队培训的预算中**计划这部分内容**。
- 辅导项目应**签订合同**，内容包括教练范围、教练目标、预期结果、教练时长和频次，以及教练对服务质量提出关注的条款

### 导师制

- 导师制培养项目应优先针对**新管理者和新兴人才**
- **导师**必须参加益普生导师制培训项目
- **导师制目标和时间**（最长 6 到 12 个月）应由导师和学员事先商定
- 导师制应遵循多元化原则来匹配导师和被辅导人员。

## 人才发展 | 人才库和继任计划

### 目的

- 益普生人才管理流程旨在识别核心人才并为其在益普生下一步发展做好准备
- 确定关键岗位长期和短期的**继任者人选**
- 评估组织中的**能力需求**，并通过人才发展来弥补组织能力可能存在的差距

### 关键岗位和继任计划

- 所有**关键和 / 或全球领导团队 (GLT)** 职位都需要继任计划
- 每个业务单元、国家和生产机构都应**列出其关键岗位**并为其制定行动计划
- 每个关键岗位都需要有临时补位和**继任计划**
- **继任计划盘点**由领导层团队负责，与业务单元人力资源负责人一同领导，并应至少每年开展一次
- 潜在的继任者必须**被告知**继任计划

### 人才库

- 根据**人才矩阵定义**，经理**每年至少评估一次**其员工的潜力
- 团队成员在人才矩阵中的位置由高级管理层及其人力资源业务伙伴进行盘点，以确保一致性、客观性。（“**校准**”）
- 管理层负责与员工**沟通**关于人才评估的结果
- **全球领导团队 (GLT)** 的人才库和继任计划应在全球范围内进行管理，以实现其在公司的长远职业发展
- **处于职业生涯初期的顶尖人才库和关键岗位**在业务单元级别进行管理

## 人才发展 | 新员工入职计划

### 目的

- 通过为新员工提供工具，整合资源和知识，并提供适合的入职培训和入职体验，赋能新员工，使其高效工作，并尽早产生绩效。

### 入职新员工

- 益普生承诺，每一位入职的新员工都将通过以下流程获得**最佳的入职体验**：
  - 经理需在新员工入职的一个月内提供清晰的岗位描述及目标设定
  - 建立新员工强烈的归属感
  - 快速加强新员工对益普生产品和企业历史的了解
  - 分享“同一个益普生的行为方式”
  - 培养新员工在工作中以患者为中心的习惯
  - 熟悉日常工作的工具和流程
- 所有新员工都需要参加包括以上内容的新员工入职计划

### 新任职工

- **每位经理都有责任**通过以下方式确保其新任职的员工在新岗位上得到及时的入职培训：
  - 经理在新任职工到任的一个月内提供清晰的岗位描述及目标设定
  - 加强建立新任职工与新的工作的联系
  - 经理应识别并提供必要的额外培训，使员工能够胜任和适应新的角色和 / 或环境

### 请参阅以下现行政策或程序：

- « 您的入职之旅 »

## 薪酬与福利 | 目的和原则

### 目的

- 益普生提供一个灵活和创新的薪酬福利架构，关心员工、支持业务发展

### 愿景

- 我们关注益普生及其员工成功的关键

### 指导原则

- 益普生提供在**同行业市场**中具有竞争力的**整体薪酬**（即：薪酬福利）
- 益普生薪酬福利架构遵循以下三个指导原则：
  - 我们奖励最重要的
  - 我们共同分享成功
  - 我们关怀我们的员工，就像我们的员工关怀患者一样
- 整体薪酬福利原则还包括**公平和无歧视原则**（包括公平付薪原则）

## 薪酬与福利 | 薪酬

### 薪资架构

- 年度薪酬架构规定了岗位最低工资、中位值和最高工资，薪酬架构由**市场决定**，并确保**内部公平性**
- **基准薪酬**为中位值（基本薪资+可变薪酬）
- 益普生原则上确保员工的薪酬**不低于**市场定位的**75%**

### 一次性支付

一次性付款包括：入职签约奖金，特别奖金，员工推荐奖金，留任奖金或任何其它类型的支付

- 一次性支付原则上需要由薪酬福利组(C & B)、人力资源业务伙伴(HRBP)以及N+1**批准**
- 当员工在指定时期（最少3个月，最多12个月）从事额外工作或代理工作时，可以获得一份由人力资源和薪酬福利组(C & B)确定的奖金。**代理工作奖金**的通常范围是基本工资的10%至15%
- **入职签约奖金**通常为年度基本工资的10%-15%，如果出现长期激励(LTI)损失补偿，则按以下规则来确定补偿金额：第一年损失金额的100%；第二年损失金额的75%-50%；第三年损失金额的50%-25%

### 年度薪酬回顾 (ACR)

- 公司每年定期回顾所有符合条件的员工的基本工资，考虑个人绩效、市场定位、市场趋势、公司的预算范围和法律要求等因素
- 年度薪酬回顾过程由**人力资源部薪酬负责人主导**
- **10月1日后入职的员工**不参加次年的年度薪酬回顾

### 薪酬回顾范围之外的薪酬变化

- 年度薪酬回顾(ACR)之外的薪酬变化属于例外情况，通常包括晋升、市场调整、工作变动、法定强制调整或任何其它薪酬变化
- **年度薪酬回顾(ACR)之外的薪酬变化原则上应得到薪酬福利负责人、人力资源业务伙伴以及N+1的批准。**
- **两次加薪之间原则上至少应有6个月的间隔期**
- 原则上一年内加薪**不得超过**基本工资的**15%**
- 薪酬要素的任何变化都应通过iPeople进行处理，以便iPeople在任何时候都能准确反映薪酬架构

## 薪酬与福利 | 激励计划

### 短期激励(STIs)

- 短期激励计划由集团人力资源部薪酬福利部门统筹管理
- 集团薪酬福利部每年都要审核该计划，并提出必要的调整，以供首席人力资源官(CHRO)和首席财务官(CFO)进行审批确认
- 服务期限不满一年的情况，短期激励每年按比例进行支付
- 员工必须遵守以下道德与合规条件，获得激励资格：
  - 员工充分执行了所有适用的政策、规程、指导文件或益普生行为准则
  - 员工已完成所有道德与合规相关培训
  - 在调查、合规监测计划或内部审核过程中，员工没有违反适用的政策、程序、指导文件或益普生行为准则的行为

### 其它可变薪酬激励计划

- 对本地可变薪酬激励计划进行的任何更改提议（例如：销售激励、倒班津贴…）应遵循全球薪酬福利部制定的指导原则

### 长期激励(LTIs)

- **绩效股票**将被授予**选定的高管**
- **限制性股票**将被授予选定的核心人才
- 长期激励(LTI)规则和指导方针由**董事会规定和审核**，并由集团薪酬福利部门管理
- 所有符合资格的员工都应了解并遵守由法务总顾问传达的**在管制期的股票管理办法**

### 请参阅以下现行政策或程序：

- 2019 年 STI 集团政策和程序 (英文版)
- 2019 年 STI 集团政策和程序 (法文版)

## 薪酬与福利 | 福利

### 目的

- 益普生本着内部公平、在同行业市场中具有竞争力、并符合当地法律法规要求的原则为员工提供福利

### 指导原则

- 益普生提供在**同行业市场**中具有竞争力的**整体薪酬**（即：薪酬福利）
- 益普生提供具有内部公平性的福利（即**无歧视原则**）
- 益普生所有正式员工原则上应享受以下几种主要福利：医疗，寿险及退休
- 益普生在全球范围内提供标准的全球最低保障（例如：**陪产假、产假以及死亡 / 伤残津贴**）
- 所有员工均享有**国际旅游保险**（SOS 国际）
- 所有员工有权**了解**他们所享受的福利

### 愿景

- 我们关注益普生及其员工成功的关键

### 管理

- **集团薪酬福利部**应该在所有涉及福利的计划执行之初就参与其中
- **本地福利的任何变化**都应在公司预算范围之内，并由薪酬福利负责人提议，由人力资源负责人和财务负责人批准

## 薪酬与福利 | 表彰计划和奖励

### 目的

- 表彰奖励计划旨在认可员工取得的非凡成就 ( 无论是否在预期之内 ), 例如具体的销售达成、运营目标或有重大影响的项目

### 原则

- 益普生会根据实际情况特别推出一些**非现金或现金**的特殊表彰计划 ( 或奖励 )
- 员工必须遵守以下道德与合规条件, 获得奖励资格:
  - 员工充分执行了所有适用的政策、规程、指导文件或益普生行为准则
  - 员工已完成所有道德与合规相关培训
  - 在调查、合规监测计划或内部审核过程中, 员工无违反适用的政策、程序、指导文件或益普生行为准则的行为
- 表彰计划不得鼓励由不切实际的目标而**间接导致的不道德**的行为发生
- 在授予奖励之前, 应先通过常规的绩效和薪酬审查流程的**确认**

- 一位员工在一个自然年度内不得参加多个表彰计划
- 非现金奖励必须适合于职业环境, 并且**不能是个人礼物** ( 例如珠宝、衣服、奢侈品等 )
- 表彰计划应**形成文件**, 内容包括: 奖励定义、资格条件 ( 包括道德与合规条件 )、绩效考核过程、特定目标定义、时间计划、预估用途及预算、批准及管理过程、税收 / 社会贡献影响
- 表彰计划应由人力资源和财务部门以书面形式**确认**, 如果存在非现金因素, 则应由道德合规部门**确认**
- 所有表彰计划都必须在**计划开始日期之前**通过口头和书面形式 ( 包括含有表彰规则的沟通信函 ) **传达**给符合资格的员工。委托授权书上必须注明表彰规则 ( 包括道德与合规资格条件 )
- 表彰计划存在时间限制, 授予此类奖励不表示益普生公司有义务在随后的几年内重复此类计划
- 根据当地法律法规, 此类奖励需要**纳税**
- 未经这些原则授权的表彰计划**不能进行支付**或以任何其它方式 / 流程来执行

## 工作环境

### 工作-生活平衡

- 在业务可持续发展前提下，益普生支持**灵活的工作方式**（比如根据各分子公司的实际情况，在某些国家和地区采取的灵活工作时间，远程工作，短时工作……）
- 管理者有责任鼓励其员工休**全部年假**，并在工作时间上遵守适用的法律法规。原则上尽可能不鼓励加班，以保障工作和生活的平衡
- 员工享有产假、陪产假、以及根据当地法律法规规定适用的任何其它休假权利，且与员工的婚姻状况及伴侣性别无关

### 环境、健康及安全

- 益普生提供**安全的工作环境**，这对于保护员工、合作伙伴及其环境至关重要，并有助于取得卓越的成绩
- 益普生致力于参与**可持续的环境实践**
- 益普生的EHS政策和安全规程为所有益普生员工提供相关指导

### 多元化、包容、无歧视、骚扰

- 益普生为所有员工和合作伙伴营造一个激励创新和无歧视的工作环境，我们尊重个人，倡导多元和包容的文化
- 益普生对骚扰和歧视采取**零容忍态度**
- 益普生确保所有员工都在没有暴力、欺凌和/或骚扰的工作环境中工作，都能得到有尊严、有道德、被尊重和礼貌的对待
- 所有员工，特别是管理者，有责任采取适当的措施以确保暴力、欺凌和/或骚扰不会发生
- 益普生鼓励员工对不符合益普生行为准则的行为进行举报

### 请参阅以下现行政策或程序：

- 益普生 EHS 政策和 3S/ 安全规程
- 益普生行为准则

## 工作环境

### 员工关系

- 益普生致力于与员工建立和**保持良好的关系**，并助力当地员工组织实现其战略目标并提高员工敬业度

### 内部沟通

- 任何益普生员工都应**定期**收到有关益普生业绩和公司战略的信息
- 在变动生效之前，应将组织和到任**公告**发送给相关的员工。人力资源部将与职能部门领导及相应的企业传播部门合作，以协调组织公告的发布
- 全球领导团队(GLT)成员应遵循指导方针并使用企业通讯提供的材料，认真总结分析在**全球领导团队(GLT)论坛**中收到的信息

### 敬业度调查

- 我们会定期进行匿名**调查**，以评估益普生全球或本地员工的敬业度
- 人力资源业务伙伴支持其管理者起草、沟通和跟进相关行动计划

### 固定期限员工、实习生和第三方员工

- 益普生雇用固定期限员工。实习生或第三方员工的聘用，须考虑当地的法律法规，且必须有特定的业务原因和规定的时间期限
- 任何形式的**雇佣都必须经过**当地人力资源部门的**批准**
- 所有固定期限劳动合同、实习生协议或第三方员工合同必须符合包括最低工资在内的当地劳动法和税收规定

## 工作环境

### 离职

- 直线经理应确保离职员工或第三方员工及时**归还**他们可支配的任何益普生资产，并相应地**删除**门禁系统和系统**访问权限**，规避可能的盗用风险
- 当地人力资源合作伙伴应与主动离职的员工进行**离职面谈**，了解其离职原因
- 所有由益普生发起的解聘应符合当地国家法律法规、公司离职规程和益普生价值观

### 投诉

- 人力资源部门负责回应员工的投诉（如有）
- 如果投诉涉及人力资源本部门员工，则应按照人力资源的级别逐级上报

## 人力资源信息系统 (HRIS)

### 目的

- 益普生通过提供准确、安全和相关的员工数据以及自动化流程来提高效率以支持人力资源运营，同时确保数据隐私以及遵守本地法规和全球数据隐私条例 (GDPR)

### 数据隐私

- 益普生严格遵守当地有关数据隐私的**法规**以及全球数据隐私条例(GDPR)
- 任何接触个人资料的第三方员工或非人力资源人员应签署一份**保密声明**
- 除法律要求或经员工书面授权外，人力资源部接触员工数据的人员不得将前员工或现有员工的任何信息传递给公司外部人士

### 请参阅以下现行政策或程序：

- 人力资源信息系统 (HRIS) 管理政策
- IT 章程
- 数据隐私
- 数据保留和归档指南

### 数据存储

- 在益普生人力资源范围内，与新工具或数据库有关的任何项目都应向人力资源信息系统(HRIS)**报告**，以确保公司能在私有数据保护、IS生态系统影响、与其它项目的协同作用和资源规划方面做出相应的妥善安排
- 人力资源信息系统管理员(HRIS)有责任**批复**与人力资源相关的任何系统项目，不论国家/地区
- 在人力资源工具功能（除去次要功能）变更或增加之前，人力资源信息系统管理员(HRIS)应事先得到相关业务负责人(BPO)的**批准**
- 本地人力资源负责人对本地人力资源数据的质量负责。人力资源信息系统(HRIS)对每个国家的**数据质量**进行审查和报告

## 人力资源信息系统 (HRIS)

### 培训

- 所有管理人力资源系统的人力资源员工都应接受有关数据隐私、数据存储和保留的培训，了解并在日常工作中遵循相应的原则

### 数据保留

- 数据保留应符合集团和当地的要求

## 附录

### 缩略词:

BHR:	业务单元人力资源负责人 (= 业务单元人力资源负责人)	GDPR:	全球数据隐私条例
BP:	业务伙伴 (= 当地人力资源业务伙伴)	GLT:	全球领导团队
BPO:	业务流程负责人	HRIS:	人力资源信息系统
CFO:	首席财务官	L&D:	学习与发展
CHRO:	首席人力资源官	LTI:	长期激励
CoE:	专家组	STI:	短期激励
COI:	核心营业收入	TA:	人才招聘
C&B:	薪酬福利	TM:	人才发展
ELT:	执行领导团队	70/20/10:	一种学习法则, 表明每个人的学习中 70% 来自日常工作中实践, 20% 来自日常行为反馈, 10% 来自学习 (例如培训和碎片式学习)
EVP:	员工价值主张		

# 益普生中国人才发展框架 和学习模型

## iDevelop 制定员工发展计划 | 学习模型

### 70-20-10 原则

我们使用 70:20:10 原则，通过将学习融入到日常工作中，帮助员工与业务速度同步，展现我们认可员工随时随地从工作中及从他人身上进行学习的态度。

我们认为结构化的正式学习很重要，但它不是唯一的方式，更不是我们的员工实现高水平绩效的主要方式。在益普生，我们倡导一种“体验式学习”的文化——边做边学。

### 什么是 70-20-10 原则？

该模式基于以下原则：

**70%** 来自日常工作中实践

**20%** 来自日常行为反馈

**10%** 来自学习（例如培训和碎片式学习）

### 体验式学习是边做边学

体验式学习是有效的学习方式，它可以帮助员工识别发展技能、态度和行为所需的变化，然后实施这些转变来提高绩效。

有 70% 的发展是通过工作经验学习获得的。您的经验将帮助您发展，并最终支持您实现业务目标，成为职业发展的一部分。您需要更具体，更有影响力和可衡量的经历（SIM）：

**70%**

来自日常工作中实践：

新角色、职位互换、短期项目任务和特殊任务

**20%**

来自日常行为反馈：

实践、辅导、指导、给予和接收反馈的社区

**10%**

来自学习（例如培训和碎片式学习）：

学习计划、培训课程、研讨会、在线培训

了解哪些经历是你需要花时间进行自我反省的：

- 从去年的业绩中回顾您的需求和 / 或机会
- 回顾你今年的业务和发展目标
- 创建 / 更新您的发展计划，着重于通过工作经验发展

## 益普生中国人才发展框架

遵循 70:20:10 原则，我们每天一起分享，成长

### 日常行为反馈 (20%)

1. 霍根测评
2. 导师制项目
3. 360 调查

1. 霍根测评
2. 导师制项目

1. 经理和跨部门同事的  
日常辅导反馈

### 日常工作中实践 (70%)

高层领导

带人经理

员工

### 学习(例如培训和碎片式学习)(10%)

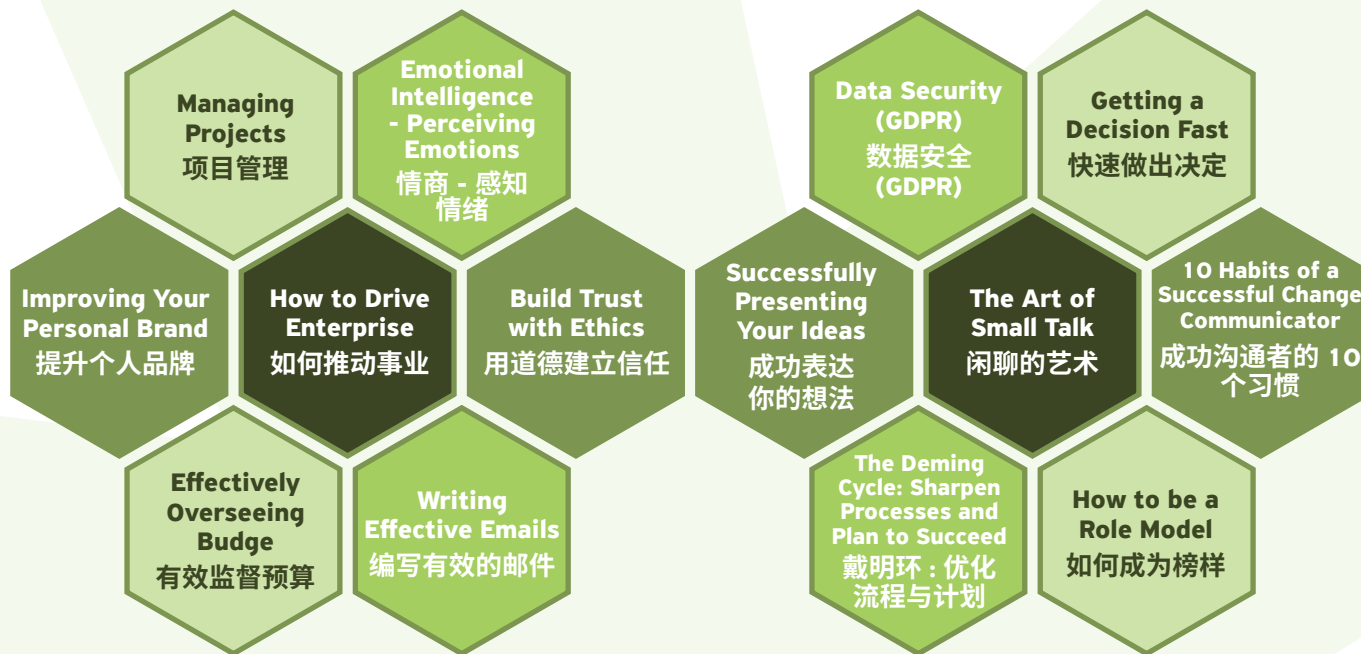
1. iLearn
2. 益普生领导之道
3. LBS 争当果敢坚毅、颠覆传统的新时代领导者

1. iLearn
2. 益普生领导之道
3. 领航项目 (地区经理发展 CHC HP & SC)
4. 零售项目 (地区经理发展 CHC Retail)
5. 英语培训
6. 新经理课程

1. iLearn
2. 新员工培训 (一期 & 二期培训)
3. 通用软技能培训

## iDevelop - 《员工发展计划》的高质量实施

## iLearn – Skillpill 经典课程目录



课程详情，请登陆 iLearn 了解更多吧！  
(只支持英文课程名称搜索)

## iLearn – Skillpill 经典课程目录



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(只支持英文课程名称搜索)

## 我们彼此信任

- 尊重所有利益相关方、尊重彼此
- 赋能他人
- 尊重并接纳人才的多样化
- 用于发表意见、创建反馈文化
- 拥抱跨团队、跨部门合作
- 公开透明、信息共享

发现以下学习课程如：

- 发现伟大合作的力量
- 建立情感弹性

想要探索更多的学习主题，请登录iLearn平台，找到“每天提升您的软技能”（Growing your Soft Skills Every Day）下的播放列表进行学习吧！



## 我们每天一起分享、成长

- 积极合作、主动从同事的经验中学习
- 保持开放心态、善于倾听所有利益相关方的需求、采纳不同观点
- 通过创新寻求改变
- 勇于创新

发现以下学习课程如：

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## 我们对结果负责

- 勤勉尽责、勇于担当
- 目标明确、要务为先
- 结果导向、价值导向而不是任务导向
- 拿出解决方案
- 不断改善，精益求精
- 执行公司社会责任

发现以下学习课程如：

- 用勇气传递更多
- 动态的批判性思维

想要探索更多的学习主题，请登录iLearn平台，找到“每天提升您的软技能”（Growing your Soft Skills Every Day）下的播放列表进行学习吧！



## Adopt the One Ipsen way of being

### 1/5 我们彼此信任

- 尊重所有利益相关方，尊重彼此
- 尊重并接纳人才的多样化
- 勇于发表意见、跨部门合作
- 相信团队、跨部门合作
- 信息公开 信息共享

### 5/5 我们共同驱动 协作共赢

- 具有企业家精神
- 敢于快速并主动采取行动
- 敢于挑战自我、勇于承担责任
- 敢于接受失败
- 敢于引入到多样化

### 3/5 我们每天一起 分享、成长

- 团队合作，主动从同事的经验中学习
- 保持开放心态、乐于倾听所有利益相关方的需求、采纳不同观点
- 主动寻求改变
- 勇于创新



## the way of being

### 4/5 我们信守诺言

- 以身作则，说到做到
- 保持对承诺的坚定信心和承诺，坚持合规原则
- 关爱员工、患者、社会和环境的利益

### 2/5 我们对结果负责

- 勤勉尽责 勇于担当
- 目标明确，要务为先
- 结果导向，价值驱动而不重任务导向
- 永不放弃努力
- 勇于承担责任
- 执行公司社会责任



## 我们信守诺言

- 以身作则、说到做到
- 确保我们做决定符合道德标准、坚持合规原则
- 在质量方面绝不妥协
- 关爱员工、患者、社会和环境

发现以下学习课程如：

- 建立你的诚信
- 情商的必需品

想要探索更多的学习主题，请登录iLearn平台，找到“每天提升您的软技能”（Growing your Soft Skills Every Day）下的播放列表进行学习吧！



## 我们共同驱动 协作共赢

- 具有企业家精神
- 敏捷：快速将主意变成行动
- 高标准要求自己、通过不懈努力获取成功
- 相信自己可用做出改变
- 庆祝成功
- 确保人才融入和多样化

发现以下学习课程如：

- 如何通过驱动企业来促进成功
- 高绩效的秘密

想要探索更多的学习主题，请登录iLearn平台，找到“每天提升您的软技能”（Growing your Soft Skills Every Day）下的播放列表进行学习吧！





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# IPSEN HR PRINCIPLES

## V1.0

V1.0 | September 2019 | Document initialization

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## IPSEN HR PRINCIPLES | PURPOSE AND GOVERNANCE

### PURPOSE

This document aims at stating the Ipsen HR principles, so that:

- every new **HR employee** gets an easy understanding and knowledge of Ipsen HR principles
- it can be used as a reference to **managers** and **employees**
- they can be **referred to** in any HR procedure or policy as well as any HR program

### AWARENESS

- Every HR professional should be aware of this document
- It is part of the onboarding of any new comer to the HR Community

### QUESTIONS

Any question related to this document should be addressed:

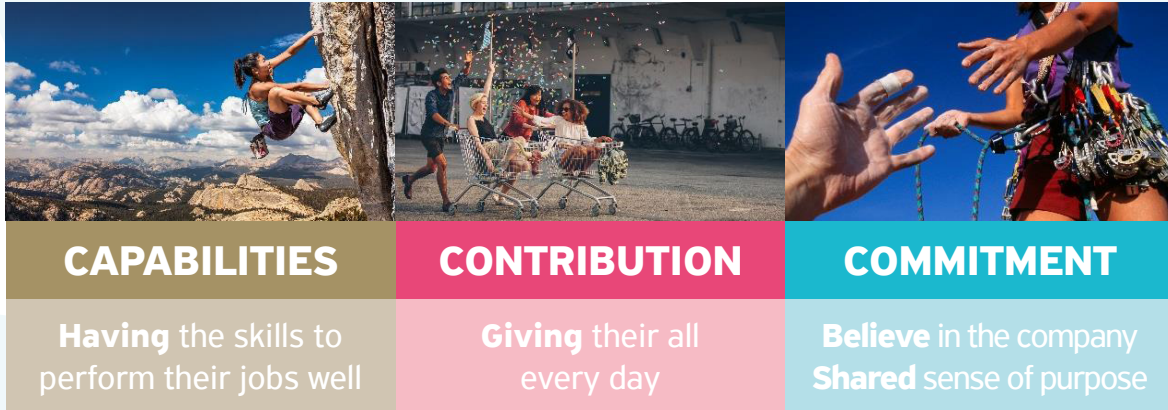
- 1) if raised by a non-HR person: to their HR partner
- 2) if raised by an HR person: to their manager or to a member of the HR Leadership Team

### UPDATES

Updates are managed by the VP, HR Transformation after agreement of the CHRO

## HR VISION STATEMENT

Enable our leaders to drive IPSEN bold growth and innovation through optimal organizational capabilities and fully-engaged teams



**Engagement** = Capabilities × Contribution × Commitment

## ENGAGEMENT AND VALUES

### REFERENCES

- The patient should be included in all HR projects and at every step of the employee's journey with Ipsen
- Ipsen encourages employees to participate to company-sponsored activities (i.e. annual community day, Ipsen in motion...) in line with Ipsen CSR policy
- In all HR activities, the Ipsen Way of Being should be applied. HR employees are a role model.
- In all HR activities, E&C and Quality should be fostered

### HR OPERATING VALUES

- As a true business partner, HR employees provide in every thing they do a first-class professional and ethical service
- Every Ipsen employee should be treated fairly and respectfully at all times whatever the country and the activity
- Ipsen promotes employees' well-being
- Ipsen promotes recognition and celebration of success

## ORGANIZATION DESIGN

### PURPOSE

- To design the organizational structure that best enables Ipsen to achieve its business goals

### ORGANIZATION STRUCTURE

- Ipsen advocates **a flat structure** aiming at 6 layers max and wide spans of control (7-10)
- There should be maximum **one operational line and one functional line** and per employee
- Ipsen operates from 3 main **hubs** based in France, the US and the UK
- Any **organisational structure change** impacting a Leadership Team requires pre-validation by HR (CHRO for GLT, BHR for local LTs)
- There should be no hierarchical relationship between people **within the same family**

### MANAGEMENT GOVERNANCE

- Ipsen is led by a CEO, supported by an Executive Leadership Team (**ELT**)
- Critical and most senior positions belong to the Group Leadership Team (**GLT**)
- The CHRO is in charge of maintaining the **list of GLT members**

### JOB DESCRIPTIONS

- There should be at least generic **Job Descriptions** for every role except for regulated roles where job descriptions are mandatory

## TALENT ACQUISITION | PURPOSE AND VISION

### PURPOSE

- To apply a **strategic approach** to identify, attract, and hire talented individuals into Ipsen, to efficiently and effectively **meet our ever growing and dynamic business needs** through:
  - 1.Planning & Strategy, Informed by Data
  - 2.Internal Talent Management
  - 3.Employer Branding
  - 4.Candidate Relationship Management

### VISION

- Deliver **strategic services** that create a **competitive position** for Ipsen by sourcing, attracting and hiring high caliber talent leveraging technology for engagement throughout the talent process for an **exceptional candidate experience**.
  - 1.Create an Exceptional Experience for Every Candidate
  - 2.Elevate Ipsen's Brand to be Recognized as a Leading Biopharma Company
  - 3.Operate as a Nimble Organization Aligned to the Business
  - 4.Upgrade Capabilities to Drive Operational & Execution Excellence

## TALENT ACQUISITION | STRATEGY AND APPROACH

### DATA-INFORMED PLANNING & STRATEGY

- Actively engage with **Finance** and the **business** to **strategically align** business needs and sourcing talent timelines
- Leverage **talent and market data** to inform talent decisions

### EMPLOYER BRANDING

- Recruiters and hiring managers understand & effectively articulate **Ipsen's Employment Value Proposition (EVP)**
- Ipsen employees are encouraged to be brand ambassadors and talent attractors and are incentivized through the employee **referral program**

### INTERNAL TALENT MANAGEMENT

- Work hand-in-hand with Talent Management to **identify** top talent, **build and use** succession plans, and **develop** people to promote and hire from within when possible

### CANDIDATE RELATIONSHIP MANAGEMENT

- Partner with a select list of **strategic** external firms
- Strive to deliver a **diversity** of slates
- **Ensure Fairness** (diversity and equity) throughout the recruitment process
- **Pro-actively pipeline** to develop a bench of identified external talent

## TALENT ACQUISITION | HIRING PROCESS

### HIRING PROCESS

- HR Business Partners should be included in **all hire and transfer** processes
- All open positions (replacement or new) should be **vetted** to ensure the role is needed, and **financially approved** prior to kicking off a search
- Recruiters should **align with the hiring manager** on the hiring plan, including job description, process, steps, and communication channels to be used, including a timeline, recruitment plan, criteria for initial candidate screening, selection committee, interview questions, scoring template and any other relevant instructions to the hiring team
- **Preferred search firm partners** selected by the Global TA COE should be used when engaging external sourcing and recruiting support
- Compensation & Benefits must be involved in **the level and compensation package** prior to an offer being extended, Candidates must sign and return all necessary documents and successfully complete the required reference and background checks prior to their start date
- TA to ensure completion of all necessary **work authorizations** before the candidate's start date, including checking for any non-compete clauses

### CANDIDATE ASSESSMENT

- Assess if candidate aligns with the five dimensions of the **One Ipsen Way of Being**
- Evaluate if candidate fits the **needs of the role**, with growth potential within Ipsen
- Determine if candidate's personal ambitions, requirements, and aspirations **fit with the role, level, and organization**
- Weigh **feedback** from everyone on the hiring team
- **Hiring Manager** has final decision-making authority

### CANDIDATE CARE AND FEEDBACK

- Each candidate must be treated with **respect and dignity**
- Every candidate should be provided with an **equitable and fair** experience as well as a **timely feedback** about where he/she is in the selection process, regardless of outcome

## TALENT ACQUISITION | INTERNAL APPLICANTS AND GLT ROLES

### GENERAL

- Encourage **a culture of internal mobility** and development by considering any internal application
- Select the best candidate for all roles, **agnostic of source** and treat internal and external candidates equally
- For the most critical and senior roles (VP and above roles), bench internal candidates against market to ensure the best talent is selected if there is not a clear and ready internal candidate
- **Prioritize internal applications** and **meet each qualified internal candidate**
- **Leaders and BHRs co-own the internal talent experience** and ensure transparency and fairness throughout the process
- Every candidate deserves **timely feedback** and development discussions
- Ensure employees are aware of and have **access to apply** to any non-confidential open roles

- TA shares information on internal candidates who have applied with the appropriate HR partner to ensure **smooth communication**
- TA is responsible for notifying the appropriate HR partner of internal applicant and HR responsible for discussions with **candidates not selected**

### EXECUTIVE GLT ROLES

- Talent development process at the GLT level is owned by Talent Management and any **moves at the GLT level** need to be coordinated between the BHR and Talent Management
- BHRs supply the talent for evaluation and development/succession to the GLT level in coordination with Talent Management
- **Communication to internal candidates** is handled by BHR and business leader with talent management

## TALENT MANAGEMENT | VISION AND PRINCIPLES

### IPSEN TALENT MANAGEMENT VISION

- At Ipsen, all employees are **talent** and **every day is a learning experience**
- **Ipsen** provides **opportunities** to grow and customized World Class leadership programs:
  - to drive high performance and innovation
  - to foster talent engagement
  - to grow our talents

### GUIDING PRINCIPLES AND GOVERNANCE

- **Accountability:**
  - Employees are responsible for their own development
  - Leaders are accountable to assess potential, define concrete next steps / succession plans and to commit personal time to support our talents
- **Eligibility:**
  - All employees are eligible for Talent Management programs with a differentiated approach by talent pool
- **Transparency:**
  - Decisions on Talent Management should be made in alignment within the leadership teams
  - Ipsen aims at being transparent to employees on their performance, potential, development plan, career options

## TALENT MANAGEMENT | PERFORMANCE

### PURPOSE

- To ensure that all employees **perform their best** in alignment with the Ipsen objectives through structured objectives settings, feedbacks and performance reviews

### IPERFORM

- Every line manager must ensure every direct report receives clear and agreed **objectives** at the beginning of the year or within the 1 months following their hiring/promotion
- Manager should provide regular and constructive **feedback** and seek feedback from others
- **Performance is assessed** against annual objectives and One Ipsen Way of Being, taking into account feedbacks received
- There is a **documented annual performance review** via the global iPeople solution
- Annual Performance ratings are **calibrated** to ensure overall fairness and consistency. There is no forced distribution.

### PERFORMANCE IMPROVEMENT PLAN (PIP)

- **A Performance Improvement Plan** should be discussed between the manager and any employee rated «Below Expectation»
- Improvement objectives must be documented with a **clear timeline** and regular **reviews**
- The HR Partner **should monitor** the process

## TALENT MANAGEMENT | TALENT PLANS AND PROGRAMS

### PURPOSE

- To develop and retain **diverse, high-performing** teams and motivated employees, applying the «Learn and Share Everyday» way of being
- To Provide **opportunities** to grow to drive performance and innovation and foster talent engagement
- To promote a culture of **feedback** for employees to help each other to grow

### DEVELOPMENT PLAN

- Every Ipsen employee has an **individual and relevant Development plan** reviewed at least **once a year** with his/her manager and documented in the Corporate HR tool iPeople
- **Progress on action plans** is followed by the manager
- Development actions are categorized using the **70/20/10\* framework** to ensure the action plan is clear and easy to analyze

### LEADERSHIP DEVELOPMENT PROGRAMS

- Global Talent Management is accountable for the overall Leadership Development **framework**. Only vetted programs should be used.
- Programs are built according to the **70/20/10\*** framework
- **Everybody** is given the opportunity to develop
- All e-learning programs are hosted on **iLearn**, the Ipsen Learning Platform

(\*) 70/20/10: learning framework that states that 70% are acquired via experience, 20% via sharing and 10% via educational

## TALENT MANAGEMENT | INTERNATIONAL MOBILITY

### PURPOSE

- To encourage **talents** to consider international mobility opportunities to gain exposure, in line with Ipsen talent strategy

### GUIDING PRINCIPLES

- All assignments should result both from a **business** and from a **development** need:
  - **Long-term assignments** are typically long-term projects from 2 to 5 years.
  - **Short-term assignments** are typically shadowing, job swaps, project assignments, secondments...)
- International assignments are **limited in time**. **Beyond 5 years**, assignments are switched to local transfers
- Any international mobility (short/long-term assignments or permanent relocation) is **coordinated by the Center of Excellence International Mobility**

### INTERNATIONAL MOBILITY POLICIES

Ipsen Corporate International Mobility policies are based on Core and Premium Guidelines:

- **Core guidelines** are the standard policy that applies to every employee on international assignment
- **Premium guidelines** are restricted to **top talents** and require an approval from the Divisional Business HR.

Based on the Core and Premium Frameworks, **there are 3 international mobility Policies:**

- International Long-term assignment (ILTA)
- International Short-term assignment (ISTA)
- International Transfer to Local (IPT)

## TALENT MANAGEMENT | COACHING AND MENTORING

### COACHING

- The HR Talent Partner **validates** coaching versus alternative development resources and proposes the coach
- Coaching may only be recommended to permanent employees who have been identified to have **potential to grow into a significantly higher level** of responsibility (High Potentials or Top Talents) and/or are nominated as potential successors to a key position
- **Executive coaching** (for GLT and above) should be validated by Divisional HR
- The coaching objectives should be agreed between the 3 parties (i.e.: HR partner, manager, employee)
- In general, coaching duration should **not exceed 6 months**
- The **list of coaches** to be considered will be in accordance with the level of responsibility of the coachee (local, Divisional or Global) and the expected outcomes
- **Coaches** should not coach 2 individuals in hierarchical line

- All external coaches must be registered with **recognised regulatory coaching entities**(e.g.: the International Coach Federation, ICF, or the European Mentoring & Coaching Council, EMCC)
- The line manager is responsible to secure the **funding** in his/her team's training budget.
- There should be a **contract** including the scope, objectives, expected outcomes, duration and frequency of the coaching relationship as well as a provision should the coachee raise his/her concern about the quality of the service

### MENTORING

- Mentoring should **target** in priority first-time leaders and emerging talents.
- **Mentors** must undertake the Ipsen mentoring training program
- **Mentoring objectives and duration** (6 to 12 month max) should be formerly agreed between mentor and mentee at start
- Mentoring should promote **diversity**

## TALENT MANAGEMENT | TALENT POOLS AND SUCCESSION PLANS

### PURPOSE

- To identify **talents** and prepare them for the next career opportunities
- To identify short and long-term **successors** in critical positions
- To assess Ipsen **capability needs** and address any organisation and/or individual gaps

### CRITICAL POSITIONS AND SUCCESSION PLANS

- All **critical and/or GLT** positions require a succession plan
- Every Division, Country and Site should **list their critical positions** and work out action plans
- A **Succession Plan** should be maintained for every critical positions both for temporary coverage and replacement
- A **succession plan review**, owned by the leadership teams and co-led by the BHR, should be held at least each year
- Potential successors must be **informed** of the succession plan

### TALENT POOLS

- Managers **assess at least once a year** the potential of their staff members, based on the talent grid definitions provided by the Talent Management Center of Excellence
- The positioning of team members in the talent pool grid is reviewed by the Senior Management and their HR Business Partner to ensure consistency, objectivity and alignment. («**Calibration**»)
- Management is accountable to communicate talent assessment to employee
- The **GLT** talent pool & succession plans are managed at global level to allow bold career developments
- **Early-in-career top talent pool & critical roles** are managed at divisional level

## TALENT MANAGEMENT | ONBOARDING

### PURPOSE

- To welcome and integrate new employees into the organization and culture and provide them with the tools, resources, and knowledge to become successful and productive efficiently and effectively

### NEW COMERS

- Ipsen pledges that any new comer benefits from **the best onboarding experience by:**
  - providing role clarity and setting up objectives within a month of start date
  - building a strong sense of belonging
  - accelerating a solid knowledge of Ipsen products and history
  - sharing our One Ipsen way of being
  - providing a clear sense of the importance of patients in all activities
  - becoming proficient with day-to-day working tools and processes
- All new comers must benefit from **the Corporate onboarding process** as described in the Onboarding Journey

### NEWLY APPOINTED EMPLOYEES

- It is the **responsibility of each manager** to ensure their recently-appointed employees receive a timely and adapted onboarding on their new position by:
  - providing role clarity and setting up objectives within a month of start date
  - building a strong sense of connection to their new job
  - Identifying and providing additional training necessary for the employee to become proficient in the new role and/or environment

### PLEASE REFER TO THE FOLLOWING EXISTING POLICIES OR PROCEDURES:

- «Your Onboarding Journey»

## COMPENSATION & BENEFITS | PURPOSE AND PRINCIPLES

### PURPOSE

- To provide a flexible and innovative framework to care about our people and to support our business

### VISION

«We care about what matters for Ipsen and its people to succeed»

### GUIDING PRINCIPLES

- Ipsen has a **total reward** approach (i.e.: compensation plus benefits) aligned with the **market**  
The 3 guiding principles of Ipsen C&B framework are as follows:
  - We Reward what Matters
  - We Share our Success
  - We Care about our People as much as our People care about Patients
- The C&B principles also entail **fairness** and **no-discrimination** (including equal pay principle)

## COMPENSATION & BENEFITS | COMPENSATION

### SALARY STRUCTURE

- Annual-based salary structures are linked to salary ranges with defined minimum, mid-point and maximum which are **market driven** and ensure **internal equity**
- **Benchmarks** are performed at the mid-point (base salary+ variable)
- Ipsen aims to ensure that no one is **below 75%** of the market positioning

### ANNUAL COMPENSATION REVIEW (ACR)

- Base Salary is **reviewed** each year for all eligible employees, taking into consideration performance, market positioning, market trends, allowed budget and legal requirements.
- Annual review process is **led by the C&B CoE**
- **Employees who arrived after October 1st** are not eligible to salary review

## COMPENSATION & BENEFITS | COMPENSATION

### ONE-TIME PAYMENTS

*One time payments include: Sign-on Bonus, Special Bonus, Referral Bonus, Retention Bonus or any other type of payment.*

- One time payments should be **approved** by C&B, HR BP and N+ 1
- When an employee takes an additional or acting job for a specified period (minimum 3 months, maximum 12 months), he/she may be awarded a premium defined with HR and C&B at the start. If an **acting bonus** is set up, the range typically will be of 10 to 15% of the base salary
- **Sign-on bonus** would be typically 10-15% of annual base salary, in case of LTI loss compensation, the following rules apply to determine the amount at stake: 100% year 1; 75-50% year 2; 50-25% year 3

### COMPENSATION CHANGES OUTSIDE THE COMPENSATION REVIEW

- Compensation changes outside the Annual Compensation Review (ACR) should be exceptional and typically include promotions, market adjustments/ catch-ups, job changes, mandatory increases, or any other compensation changes
- Compensation changes outside the ACR should be **approved** by C&B, HR BP and N+ 1.
- There should be minimum 6 months **between 2 salary increases**
- There should be **not more than 15%** base salary in a year
- Any change in compensation element should be processed through **iPeople** so that, at any time, iPeople accurately reflects the compensation structure

## COMPENSATION & BENEFITS | INCENTIVE PLANS

### SHORT TERM INCENTIVES (STIs)

- Short Term Incentives schemes are managed by the C&B CoE
- Each year, the C&B CoE reviews the scheme and proposes necessary adjustments for validation by the CHRO and the CFO
- STIs are paid annually prorata temporis
- To be eligible to Incentive Plans, employees must comply with the following Ethics & Compliance conditions:
  - The employee has fully implemented all applicable policies, procedures, guidance documents or Ipsen Code of Conduct
  - The employee has completed all mandatory Ethics & Compliance related trainings
  - The employee has not been found in breach of applicable policies, procedures, guidance documents or the Ipsen Code of Conduct, in the context of investigations, compliance monitoring plans or internal audits

### OTHER VARIABLE SCHEMES

- Any proposed change in Local Variable Pay Plans (e.g.: sales incentives, shift premiums...) should follow the Global C&B CoE guidelines

### LONG-TERM INCENTIVES (LTIs)

- **Performance Shares** are granted to **selected executives**
- **Restricted Shares** are granted to selected talents
- LTI rules and guidelines are defined and **reviewed by the Board** and managed by the global C&B CoE
- All eligible employees are informed of and should abide by the **blackout periods stock management regulations** as communicated by the General Counsel

### PLEASE REFER TO THE FOLLOWING EXISTING POLICIES OR PROCEDURES:

- [2019 STI Group Policy & Procedure \(ENG\) on Ipsen Planet](#)
- [2019 STI Group Policy & Procedure \(FR\) on Ipsen Planet](#)

## COMPENSATION & BENEFITS | BENEFITS

### PURPOSE

- To ensure benefits provided by Ipsen are collective, market driven and comply with local regulations

### VISION

“We Care about our People as much as our People care about Patients”

### GUIDING PRINCIPLES

- Ipsen has a **total reward** approach (i.e.: compensation plus benefits) aligned with the **market**
- Whenever possible, Ipsen treats everyone in the same way in terms of benefits (= **no discrimination** principle)
- All permanent employees should have access to **key benefits**: healthcare, life insurance, and retirement
- Ipsen aims at providing a standard global minimum cover (e.g. for **paternity and maternity leaves** and **death/disability benefits**)
- **Retirement schemes** are always Defined Contributions Plans (i.e.: no defined-benefits plans)
- All employees have access to **international travel insurance** (SOS International)
- All employees should be made **aware** of the benefits they are eligible to

### GOVERNANCE

- **The C&B CoE should be involved** at the beginning of any initiative related to benefits
- **Any change in the local benefits** should be forecasted in the local budget and then approved by the C&B CoE and the finance team

## COMPENSATION & BENEFITS | RECOGNITION PLANS AND AWARDS

### PURPOSE

- To recognize employees for exceptional achievements, (whether expected or not) such as specific sales and operational objectives or major impact projects

### GUIDING PRINCIPLES

- Ipsen may introduce exceptionally some specific **non-cash or cash** recognition plans (or awards)
- To be eligible, an employee must comply with the Ethics & Compliance conditions:
  - The employee has fully implemented all applicable policies, procedures, guidance documents or Ipsen Code of Conduct
  - The employee has completed all mandatory Ethics & Compliance related trainings
  - The employee has not been found in breach of applicable policies, procedures, guidance documents or the Ipsen Code of Conduct, in the context of investigations, compliance monitoring plans or internal audits
- Recognition Plans should **not indirectly induce unethical** behaviors by promoting unrealistic targets
- Before granting an award, one should consider whether the achievement is **not already recognized** via the regular performance and compensation review process.
- A given employee cannot participate in several recognition plans during a calendar year
- Non-cash awards **cannot be personal gifts** (such as

## COMPENSATION & BENEFITS | RECOGNITION PLANS AND AWARDS

### GUIDING PRINCIPLES ("CONT'D")

jewels, clothes, lavish items...) and must be appropriate in a professional environment

- Recognition plans should be **documented**, including: awards definition, eligibility conditions (incl. E&C ones), performance-measure process, specific targets definition, time frame, estimated usage and budget, approval and administration process, tax/social contribution implications
- Recognition plans should be **validated** in writing by HR and Finance and, if there is a non-cash element, by Ethics & Compliance
- Any Recognition Plan needs to be **communicated** to eligible employees verbally and in writing (individual letter, including conditions of attribution) **prior to**

**the planned starting date.** Conditions of attribution (including E&C eligibility conditions) must be specified on the remittance letter

- Recognition plans are always limited in time, and the granting of such awards shall not give rise to any obligation on Ipsen part to repeat such plan in subsequent years.
- The awards are **taxable** for the associate according to the local legislation
- Recognition plans that are not authorized under these principles **cannot be processed via expenses** or in any other manner/process

## WORKING ENVIRONMENT

### WORK-LIFE BALANCE

- Ipsen supports **flexible working practices** (flexible hours, working remotely, part-time working, ...) when sustainable by the business
- Managers are responsible to encourage that their staff members take their **full annual vacation** allotment and comply with applicable legislation in terms of working time. **Overtime should be discouraged** (as much as possible) as a matter of principle to protect work/life balance
- Maternity, adoption and parental leave, or any other **leave** rights applied in accordance with local legislation in a non discriminatory way, irrespective of marital status or gender of partner

### ENVIRONMENT, HEALTH AND SAFETY

- Ipsen provides a **safe working environment** which is key to protecting its employees, its partners and the environment, and contributes to performance excellence
- Ipsen is committed to **sustainable environmental** practices
- Ipsen EHS Policy and Safety Code provide guidance to all Ipsen employees on how to achieve this

### DIVERSITY, INCLUSION, NON-DISCRIMINATION, HARASSMENT

- Ipsen fosters a stimulating, creative and non-discriminatory workplace environment for all its employees and partners, respecting diversity, personal dignity and diverse opinions
- Ipsen has a **zero-tolerance** approach to harassment and discrimination
- All employees are treated with dignity, ethically, respectfully and with courtesy in a work environment which is free from violence, bullying and/or harassment
- All employees, and particularly managers, are responsible to take appropriate measures to ensure that violence, bullying and/or harassment do not occur
- Employees are encouraged to speak up and report behaviors that are suspected not to comply with the Ipsen Code of Conduct

## WORKING ENVIRONMENT

### PLEASE REFER TO THE FOLLOWING EXISTING POLICIES OR PROCEDURES:

- [Ipsen EHS Policy and 3S/Safety Code](#)
- [Ipsen Code of Conduct](#)

### EMPLOYEE RELATIONS

- Ipsen aims to build and maintain **constructive relationships** with its employees' representatives and recognizes that, in doing so, it helps deliver upon its strategic objectives and improve engagement

### INTERNAL COMMUNICATIONS

- Any Ipsen employee should receive a **regular information** on Ipsen performance and Ipsen strategy
- Organization and arrival **announcements** should be sent to the appropriate audience prior to the change being effective. HR will partner with the functional leader and the appropriate internal communication team to coordinate organizational announcements
- GLT members should diligently cascade information received in the **GLT forums**, following guidance and using materials provided by Corporate Communications

### FIXED-TERM EMPLOYEES, INTERNS AND CONTRACTORS

- Fixed-term employees, interns or contractors must be hired for a specific business reason and a defined period of time, taking into account the local legislation
- Any **employment must be approved** by local HR
- All fixed term contracts, interns or contractors agreements must comply with local work and tax regulations, including minimum wage

## WORKING ENVIRONMENT

### LEAVERS

- Direct Line manager should ensure that leaving employees or contractors return in due time any Ipsen asset they might have at their disposal and that physical and system **accesses are removed** as appropriate to avoid any risk of misappropriation
- Local HR Partner should conduct an **exit interview** with any employee leaving voluntarily to understand the reasons of his/her decision
- All Ipsen-initiated separations should comply with country law, company termination policy and Ipsen values

### COMPLAINTS

- Complaints are managed by HR
- If the complaint involves an HR employee, it should be escalated following the HR hierarchical line

## HR INFORMATION SYSTEMS (HRIS)

### PURPOSE

- To support HR operations by providing accurate, secure and relevant employee data and automate processes to increase efficiency, whilst ensuring at all times data privacy and compliance with local and GDPR regulation

### PLEASE REFER TO THE FOLLOWING EXISTING POLICIES OR PROCEDURES:

- HRIS Governance Policy
- IT Charter
- [Data Privacy page](#) on Ipsen Planet
- [Data retention and archiving guidelines](#)

### DATA PRIVACY

- Local regulations related to Data privacy and **GDPR** must be complied with
- Any external contractor or non-HR person with an access to personal data should sign a **confidentiality statement**
- No information regarding former or existing employees should be communicated to external parties except if requested by law or authorized by the employee in writing

### DATA STORAGE

- Any project of a new tool or database related within the HR scope should be **reported** to HRIS for appropriate diligence regarding the protection of private data, impact on the IS eco-system, synergy with other projects and resource planning
- HRIS should **approve** any system project related to HR, whatever the country.
- HRIS should get **approval** from the relevant Business Process Owner (BPO) ahead of any change or addition to the functionalities of an HR tool, except if minor
- Local HRs are accountable for the **quality** of local HR data in the HR systems. HRIS will undertake audits and report on data quality in each country

## HR INFORMATION SYSTEMS (HRIS)

### TRAINING

- All HR employees managing HR systems should get a training on the main rules regarding data privacy, data storage and retention

### DATA RETENTION

- Data retention should comply with Group and local retention schedules

## Appendices

### Acronyms:

- BHR: Business HR (= Division HR partner)
- BP: Business Partner (= Local HR partner)
- BPO: Business Process Owner
- CFO: Chief Finance Officer
- CHRO: Corporate HR Officer
- CoE: Center of Excellence
- COI: Core Operating Income
- C&B: Compensation & Benefits
- ELT: Executive Leadership Team EVP:
- EVP: Employer Value Proposition
- GDPR: Global Data Privacy Regulation
- GLT: Global Leadership Team
- HRIS: Human Resources Information System
- L&D: Learning & Development
- LTI: Long Term Incentives
- STI: Short Term Incentives
- TA: Talent Acquisition
- TM: Talent Management
- 70/20/10: Learning framework that states that 70% are acquired via experience, 20% via sharing and 10% via educational

# Ipsen China Talent Development Framework & Learning Model

## iDevelop Create Development Plan | Learning Model

### 70-20-10 Model

We use the 70:20:10 model to help all our employees perform at the speed of our business, by integrating learning into employee's daily workflow, illustrating the fact that we recognize our employees learn anywhere, at any time, mostly from their work and from others.

We believe structured formal learning is important, but it is not the only way, or even the main way in which our employees achieve high levels of performance. At Ipsen we instill a culture of 'Experiential learning' – learning by doing.

### What is 70-20-10 Model ?

The module is based on the principle that:

**70%** of learning comes from experience, experiment and practice

**20%** derives from working with others (social learning)

**10%** comes from formal learning courses and training programs

### Experiential learning is, learning by doing

Experiential learning is a powerful way to help people identify changes required to develop their skills, attitudes and behaviours, then implement those changes for better performance.

Development through work experiences is part of the 70% of learning that happens on the job. The experience you select will help you to develop and ultimately support you to achieve results in your business objectives and be part of your career journey. **Example experiences the you will need to make more specific, impactful and measurable (SIM) are:**

#### 70% Examples of learning by working:

New role, job swaps, short term assignments, projects and special assignments

#### 20% Examples of learning by working together

Communities of practice, coaching, mentoring, giving and receiving feedback

#### 10% Examples of learning by formal intervention

Learning programs, Training courses, workshops, e-learning

To understand "which" experiences you need to take time to self-reflect by:

- Reviewing your needs and/or opportunities from last year's performance
- Reviewing your current year's business and development objectives
- Create/Update your development plan that focuses on developing
- through work experiences.

## Ipsen China Talent Development Framework

... we share & learn everyday following the 70:20:10 principles...

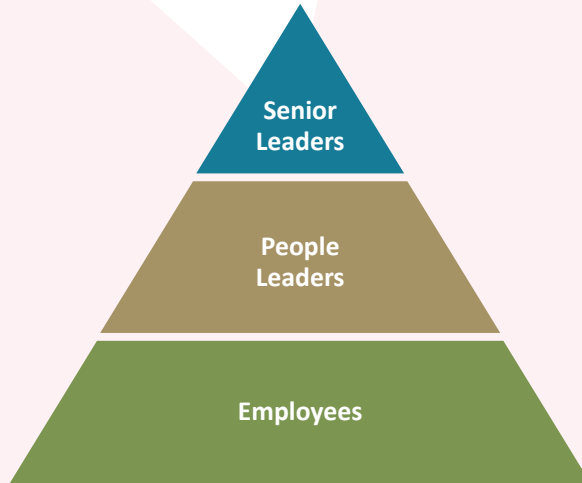
### Feedback activities (20%)

- 1.Hogan Assessment
- 2.Mentor & Mentee Project
- 3.360 survey

- 1.Hogan Assessment
- 2.Mentor & Mentee Project

- 1.Daily coaching feedback from manager & cross-functional colleagues

### Planned & Meaningful On-the-Job Experiences (70%)



### General Leadership & Functional training Curriculum (10%)

- 1.iLearn
- 2.Learning Ipsen Way
- 3.LBS Be A Bold Disruption Leader in the new era

- 1.iLearn
- 2.Learning Ipsen Way
- 3.Pioneering Program (DM Development in CHC HP & SC)
- 4.OTX Program (DM Development in CHC Retail)
- 5.English Training
- 6.First Time Leader

- 1.iLearn
- 2.NEO (1<sup>st</sup> Phase & 2<sup>nd</sup> Phase)
- 3.Generic Soft Skills Training

## iDevelop - Talent Development Action Plan Implementation with High Quality



## WE TRUST EACH OTHER

- Respect each other and all our stakeholders
- Empower others
- Respect & be open to inclusion and diversity
- Enable feedback and foster a speak-up culture
- Embrace cross-team collaboration
- Be transparent and share information

Discover learning activities such as:

- Discover the Power of Great Collaboration
- Building Emotional Resilience

To explore more learning topics, log into iLearn and discover the playlists of the Growing your Soft Skills Every Day.



## WE SHARE AND LEARN EVERY DAY

- Be proactive in learning from each other and through experiences
- Listen and be open to views and needs of all external stakeholders
- Seek transformation through innovation
- Innovate

Discover learning activities such as:

- Achieve an Agile Learning Mindset
- Improving Your Personal Brand

To explore more learning topics, log into iLearn and discover the playlists of the Growing your Soft Skills Every Day.



## WE OWN OUR OUTCOME

- Be accountable and responsible
- Set clear expectations and prioritize
- Be results and value driven, not task-oriented
- Bring solutions
- Seek continuous improvement to be always better
- Own our Company Social Responsibility strategy

Discover learning activities such as:

- Delivering More with Courage
- Critical Thinking on the Fly

To explore more learning topics, log into iLearn and discover the playlists of the Growing your Soft Skills Every Day.





## WE HONOR OUR WORD

- Walk the talk & talk the walk
- Ensure that we make ethical decisions, stay compliant at all times
- Never compromise on quality
- Care for our employees, patients and society and the environment

Discover learning activities such as:

- Building your Integrity
- Emotional Intelligence Essentials

To explore more learning topics, log into iLearn and discover the playlists of the Growing your Soft Skills Every Day.



## WE DRIVE TO WIN TOGETHER

- Be entrepreneurial
- Fast in turning our ideas into action; be agile
- Be demanding of ourselves as we strive for success
- Believe in making a difference
- Celebrate success
- Enable talent inclusion and diversity

Discover learning activities such as:

- How to Promote Success by Driving Enterprise
- Secrets of High Performance

To explore more learning topics, log into iLearn and discover the playlists of the Growing your Soft Skills Every Day.



