

# HR Messaging Map



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Each of the map's  
5 sections contain  
THE SAME ELEMENTS:

- A MISSION STATEMENT
- AN ELEVATOR PITCH
- PROOF POINTS
- KEY FIGURES

# Introduction

The Human Resources (HR) Messaging Map has been designed to **collect the key HR messages** in one place so that team members can quickly and easily find and disseminate up-to-date and accurate information. **The goal is** to ensure messaging on HR topics is **aligned worldwide**, both internally and externally.

The HR Messaging Map will be updated regularly to ensure it remains a useful and relevant tool.

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# HR Overview

## MISSION STATEMENT

Our HR mission is to foster Ipsen's transformation so we can **deliver innovation for our patients**. We continuously develop our workforce and culture to ensure that we have the right people for the right roles, now and in the future. We strongly believe that **every employee is a talent** who contributes to our culture thanks to their individual culture, background and personality.

## ELEVATOR PITCH

**OUR HR OBJECTIVE** is to attract, retain and develop our people to ensure we have the right talents for the right roles now and in the future, to foster Ipsen's transformation thanks to their talent and innovative spirit.

**OUR HR APPROACH** is built on 4 main pillars:

- 1- Our culture
- 2- Our approach to learning and development
- 3- Our compensation and benefits strategy
- 4- Our mission to become a full business partner and a trusted internal resource for all

**WE ARE COMMITTED** to creating and supporting a collaborative, diverse, and inclusive work

environment to drive innovation and achieve our company's core mission of improving patients' lives. We are dedicated to fostering a culture of trust and feedback based on our One Ipsen Way of Being.

**WE BELIEVE** in continuous learning and development, supported by an array of formal and informal learning and career growth opportunities.

**WE OFFER** competitive compensation and benefits and are creating benefits standards for all of our employees around the world.

**OUR VISION** is to continue our own HR transformation to become full business partners for leaders and employees and to continue to be a trusted internal resource for all.

# PROOF POINTS

## OUR HR PROMISE

As trusted partners, we enable our leaders to drive Ipsen’s bold growth and innovation through optimal organizational capabilities and fully engaged teams.

- **WE FOSTER** an agile, high-performing and collaborative organization
- **WE ATTRACT** and retain the best talents that will have an impact
- **WE NURTURE** an engaged and inclusive culture where we care about every individual
- **WE FOSTER** an agile, high-performing and collaborative organization
- **WE ACTIVELY ADVISE, COACH AND EMPOWER** our leaders to develop themselves and their teams by making every day a learning experience
- **WE CONNECT** everything we do to our customers and patients

► Our Ipsen—and HR—culture is shaped by our **One Ipsen Way of Being** in the 37 countries where we have employees. Its principles are:

- **We trust each other**
- **We share and learn every day**
- **We own our outcome**
- **We honor our word**
- **We drive to win together**

► At Ipsen, we believe that **we are all talent**, and we develop each person accordingly.

### ► “Patients can’t wait”

is Ipsen’s motto. Our patients need our employees to be capable of delivering. Therefore, one of our key HR pillars is: We care about our people as much as our people care about our patients.

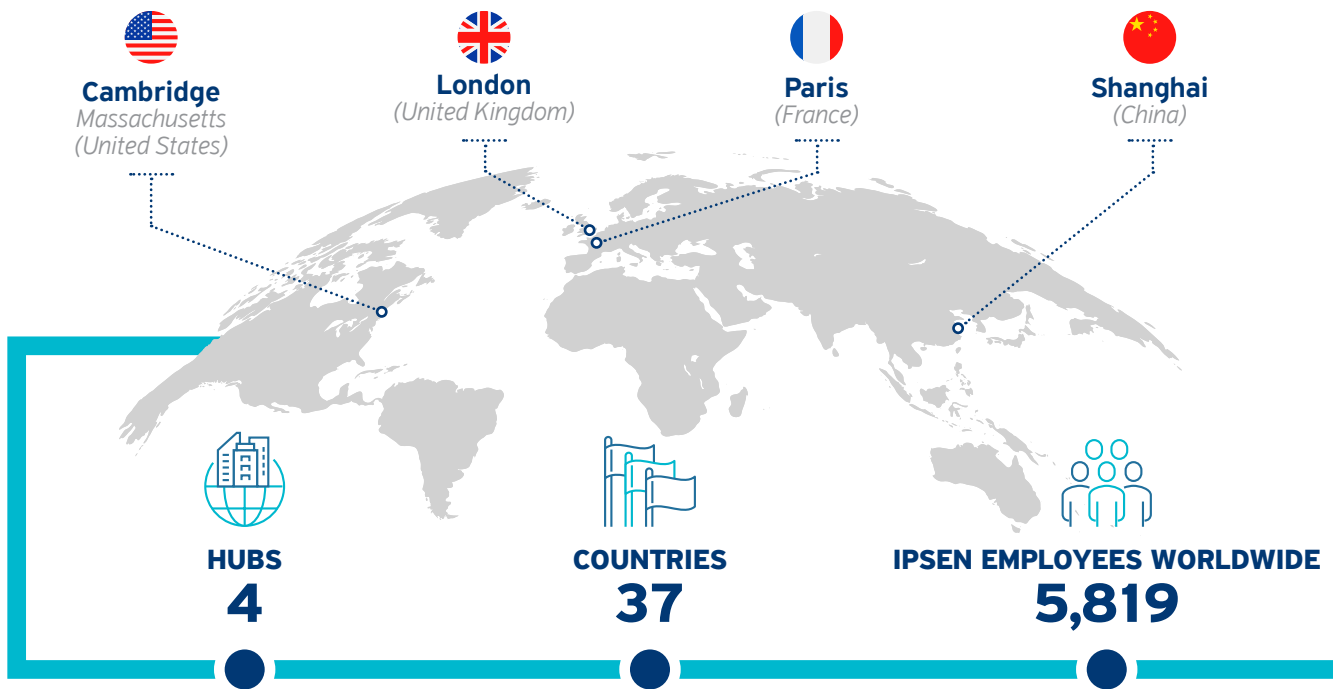
► Our Employer Value Proposition is to be

- the **right company**
- with the **right size**
- at the **right moment**

► The results of our 2019 Engagement Survey demonstrate that we have

- **maintained and improved employee engagement** since our last survey in 2017 and above benchmark.

# KEY FIGURES



## EMPLOYEE ENGAGEMENT

### SURVEY RESULTS

**Global score of 78**  
(benchmark 75)

**Comparable or higher results for 40 out of 49 questions**  
compared to 2017 survey\*

**45 out of 53 questions scored higher**  
than the benchmark

## OUR HIGHEST SCORES

### ON THE SURVEY



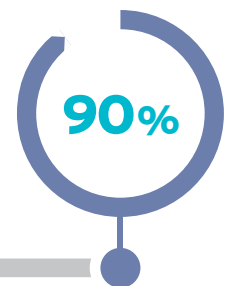
*I think of*  
**COMPLIANCE** or **ETHICAL CONSIDERATIONS** myself when preparing my activities



*I feel*  
**RESPONSIBLE** and **ACCOUNTABLE** for my decisions



*Overall satisfaction with*  
**INTERNAL COMMUNICATION**



*My work makes me want*  
**TO GIVE THE BEST**

\*Editor's note: the 2019 survey had more questions than the 2017 survey.

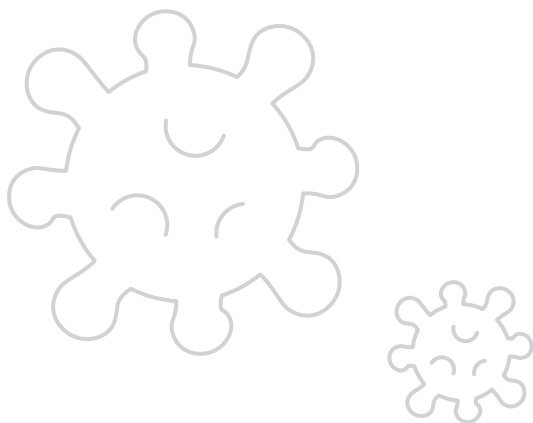
## COVID-19

**Ipsen's *raison d'être*** is simple: patients depend on our innovative medicines and our mission is to provide them. **Our motto is “patients can't wait.”** To fulfill that mission, our collaborators have to be able to perform. One of our key HR pillars is equally simple:

## WE CARE FOR OUR PEOPLE THE WAY OUR PEOPLE CARE FOR OUR PATIENTS.

**In a period of crisis** like the COVID-19 pandemic, the essential nature of these missions becomes even clearer. Regardless of what is happening in the world, there are thousands of people who depend on our medicines: we must be able to deliver. To be able to deliver our medicines, our colleagues must be safe and healthy.

**How do you keep people safe and healthy during a global pandemic?** First, we proactively planned and implemented a mostly virtual workplace, with over 75% of our employees worldwide working from home. Secondly, we put in place a number of health initiatives, including apps to help everyone stay physically active. We also increased our communication channels to connect our people, including a dedicated news corner on our intranet and, in France, an internal radio station.



### PROTECTING OUR PEOPLE TO PROTECT OUR PATIENTS

Beyond implementing a virtual work environment, **we have had to be agile.** When COVID-19 was detected at one of our manufacturing sites, we closed it for two weeks for disinfection and so our colleagues could self-quarantine. The outbreak was contained; the site resumed production. Our patients did not face shortages of our medicines because we acted early and quickly, avoiding a more serious outbreak. In other words, **by protecting our people, we protect our patients.**

In turn, **our colleagues have demonstrated incredible creativity and determination** when it comes to supporting patients. Our Italian colleagues put together an innovative patient support program so cancer patients could access to treatment without having to risk exposure in hospitals. Other countries are implementing similar programs as well.

### IT IS UNCLEAR WHAT THE POST-COVID-19 WORLD AND WORKPLACE WILL LOOK LIKE.

However, **the crisis has highlighted the essential nature of our *raison d'être*.** This has served to inspire our people, resulting in new levels of patient-centric innovation. And it is clearer than ever that **the well-being of patients depends on the well-being of our people.**

## PILLAR 1

# Culture

## MISSION STATEMENT

As Ipsen transforms to better serve patients, we foster an inclusive environment that empowers our people to be agile and innovative. Because patients can't wait.

## ELEVATOR PITCH

We know that **PATIENTS CAN'T WAIT FOR THE INNOVATIONS** that will improve their lives. To deliver those innovations, we foster an inclusive environment of trust and innovation, which empowers our people to be agile in their decision-making. We believe that **INNOVATION IS NOURISHED BY:**

- **CURIOSITY**, which is why we expect our employees to be hungry to explore our business and seek out new experiences in their jobs
- **OPPORTUNITIES FOR GROWTH**, which is why we encourage our people to develop their roles, including through international mobility and short-term assignments
- **INCLUSIVITY**, which is why we are committed to respecting and valuing what makes our people, patients, suppliers and communities different

- **TALENT MANAGEMENT**, which is why we offer clear pathways for career growth
- **A WIDE RANGE OF EXPERIENCES** and viewpoints, which is why we are committed to creating a diverse and inclusive workforce
- **CONTINUOUS LEARNING**, which is why we are committed to ensuring that 100% of our employees have a development plan
- **A GLOBAL VISION**, which is why we are committed to adapting to serve our markets around the world
- **FAIRNESS AND TRUST**, which is why we implement clear guidance and employment policies worldwide

**WE CONTINUOUSLY SEEK OUT**, develop and implement HR tools and mechanisms that both reflect and help further develop Ipsen's core values of agility and innovation.

## PROOF POINTS

► We are committed to achieving **gender equity**. Across the board, Ipsen is **58%** female. Our Global Leadership Team (GLT) is **36.7%** female and we have signed a voluntary formal commitment to reach **50%** by 2024. We will be subject to fines if we do not reach this objective.

► **We believe** that offering our employees opportunities for growth is key to retaining talent. That is why we have a range of initiatives for learning and development:

- **Personalized development plans** for every employee
- A philosophy of **continuous learning**
- Global and local formal, social, and on-the-job **development opportunities**
- Opportunities for **international mobility**, including short-term assignments, which have increased by almost 30% since 2018

► **Our One Ipsen Way of Being** guides our culture worldwide. We apply these principles across the board and we work to adapt our HR processes to each individual market. We are sensitive to and respectful of cultural differences and integrate that awareness into our decisions and processes.

► **To build capacity around the globe**, we are actively developing international mobility, to ensure more cultural diversity around the globe.

► **We believe in fairness and equality.** That's why we are putting in place benefits standards in every country where we have employees, including access to health insurance, maternity and paternity leave, life insurance, access to retirement.

► Our **innovative and agile HR tools** include:

- **iPeople** – Our dedicated HR platform (global)
- **iLearn** – Our dedicated learning platform (global)
- **Talent Exchange** – A job-matching platform (all regions except US)
- **Everwise mentor** – Matching program (US only)
- **XMapp app** – A mobile enabled application to help navigate development opportunities at Ipsen North America ranging from DevelopME opportunities and Projects to full time jobs to explore with your manager. (US Commercial only, expanding to Canada soon)

### OTHER HR PROGRAMS INCLUDE:

- **DevelopME** – An evolution of the Value & Access Preceptorship program. DevelopME (Mentored Experience) expands the available cross-functional development opportunities and is open to all Ipsen North America Commercial employees.

A Mentored Experience is rotational assignment where an employee works with a mentor to learn and experience a role in the company different from their current responsibilities.

The purpose of DevelopME is to help employees grow their career through key on-the-job experiences aligned with their development plan by introducing them to an area of the business outside of their current role through one-on-one experiences and interactions with a different team and/or function.

# PROOF POINTS

## & DIVERSITY INCLUSION

We know that **DIVERSITY IS CRUCIAL FOR INNOVATION** and we are committed to focusing on the diversity of our teams and building an inclusive workplace.

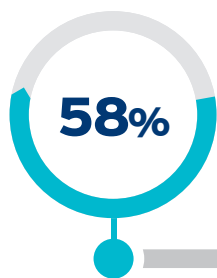
Global Diversity and Inclusion initiatives include:



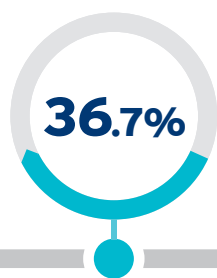
► **North American** Diversity and Inclusion initiatives include:

- **Piloting** innovative approaches to recruiting diverse candidates, from proactively contacting potential candidates to working with veterans’ groups
- **Working** with the Medici Group for inclusive team development with our cross-functional brand teams
- **Educating** our leadership on the importance of fostering diverse and inclusive teams
- **Implementing** a Diversity and Inclusion ambassador network to raise awareness about D&I topics across North America
- **Building** on the Elevate network, a women’s networking group that developed organically in the field; it has been expanded and developed in partnership with HR
- **Participating** in the Simmons Leadership Conference for Women in Boston
- **Sponsoring** Healthcare Businesswomen’s Association (HBA) and Women in the Enterprise of Science & Technology (WEST)
- **Partnering** with organizations in the community to sponsor events and speakers with a focus on diversity and inclusion (i.e. OutBio, Boston Pride, monthly speaker series)

# KEY FIGURES



**FEMALE EMPLOYEES**



*of the Global Leadership Team (GLT) are **WOMEN***



*By 2024, 50% of the GLT will be **WOMEN***

### INTERNATIONAL



*Increase in **INTERNATIONAL MOBILITY** since 2018*

## COVID-19

# THE KEY OBJECTIVE OF HR DURING THE COVID-19 PANDEMIC WAS

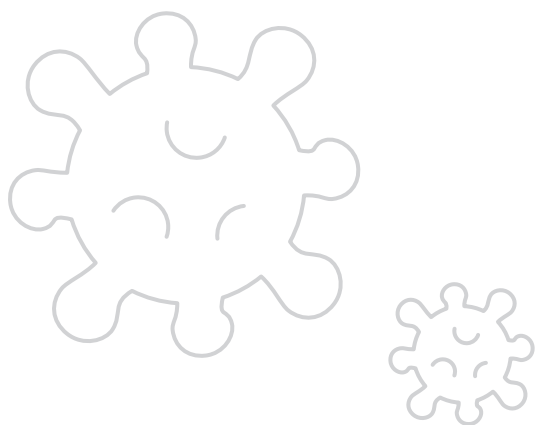
to ensure that employees were equipped with the **tools and support** they needed in order to **work successfully from home** for an extended period of time. This included working with managers and employees to set the right expectations and focus: not “business as usual”, but rather “despite the complex and challenging environment, **ensuring our patients have access to our medicines**”.

**Practically speaking**, this meant working closely with managers to help them adapt to managing fully remote teams, encouraging new ways of remaining in touch (virtual events and casual check-ins) and ensuring consistent and reassuring communication with employees.

**We also implemented** a series of regular surveys to understand how employees have been impacted by the crisis. The first wave of surveys took place in the US, UK and French hubs. The surveys will continue in the French hub through the summer. The data from the surveys has helped us determine where more support is needed and have a clear sense of the overall mood of employees.

### WE WORKED CLOSELY WITH ALL DEPARTMENTS TO HELP TRANSITION EMPLOYEES TO FULLY WORKING AT HOME, INCLUDING:

- **HEALTH & SAFETY:** implementing tools to ensure employees could remain physically active; developing and sharing tips and tricks for optimizing home offices for safety and health; preparing for easing of lockdown restrictions by designing and implementing sanitary protocols at our sites worldwide
- **IT:** ensuring employees were equipped with the necessary software, hardware and technical support to be able to work from home
- **LEGAL:** implementation of electronic signatures to facilitate normal activities
- **COMMUNICATIONS:** reinforcing comms initiatives to keep employees informed, connected and motivated
- **SALES:** rethinking how field teams operate in order to respect patient and employee safety
- **TECHOPS:** ensuring safety at manufacturing and production sites



## PILLAR 2

# Learning and Development

## MISSION STATEMENT

We continuously develop all of our people to ensure we have the right people for the right roles, now and in the future.

## ELEVATOR PITCH

At Ipsen, **WE ARE ALL TALENT**—and all talent deserves development.

**WE EMPOWER ALL OUR EMPLOYEES** to develop themselves by making every day a learning experience. To ensure everyone can develop the skills they need, now and in the future, we are committed to continuous learning and development.

**WE PROMISE OUR EMPLOYEES** that they will learn every day, whether on the job, through new experiences or through formal learning—and we deliver.

By the end of 2020, **100% OF OUR EMPLOYEES** will have formal development programs.

**WE MAKE LEARNING ACCESSIBLE** to all our employees by implementing learning programs for all.

**WE DESIGN AND RUN A RANGE OF PROGRAMS** to develop the leadership potential of our people using a combination of formal learning, coaching, mentoring and job/project opportunities.

This ensures we have **A STEADY PIPELINE OF TALENT** for the future.

## PROOF POINTS

► **We believe** in continuous learning and we strive to follow the 70/20/10 model:

- **70%** of learning should be experiential (on the job)
- **20%** should be social learning (through others, communities, networks, mentoring)
- **10%** should be formal (classes and learning)

► **Our goal is** to ensure that **100%** of Ipsen employees have a personalized development plan.

► Last year, Ipsen employees spent **26.8 hours** on average in formal learning programs.

► Ipsen is launching a **global mentorship program** in 2020 to support our employees at key turning points of their career and development at Ipsen. This is an opportunity to foster the One Ipsen Way of Being and to develop our **Talent Builder Culture**.

In addition, a mentoring program was piloted in North America in 2019 in partnership with Everwise, which uses AI to determine the best mentor/mentee matches. We have expanded the program to 50 mentor/mentee pairs in 2020.

► To support our transformation and strengthen our talent pipeline, we have a robust **Leadership Pathway program** to develop our talent, from individual contributors to executive leadership.

We team up with recognized partners and institutions to offer world class programs, co-designed to match Ipsen Leadership ambition.

► To support each individual's development, we have developed a dedicated app for the US Commercial population. **XMap is a mobile enabled application** to help navigate development opportunities at Ipsen North America, ranging from DevelopME opportunities and Projects to full time jobs to explore with their manager. (US Commercial only, expanding to Canada soon).

The app allows employees to **explore the types of experiences** they can gain from different opportunities so they can determine which skills to develop next. This gives them the information they need to determine different pathways to achieve their career goals.

► **We empower** new leaders to build their leadership skills with dedicated learning and mentoring programs.

► **We ensure** Ipsen's culture is embedded into our leaders with specific learning programs on Leading the Ipsen Way.

► **We work** with leading external partners, such as the London Business School and Korn Ferry, among others, to create development programs tailored to our business needs.

# PROOF POINTS

► Within the Commercial organization, we are piloting a **Talent Exchange platform**, which allows HR representatives and business leaders to match employee profiles to job opportunities around the world, helping to build our employees’ skills, offer them growth opportunities and improve the cultural diversity of our different sites.

► We are developing our **Fast Tracking program**, an 18-month program that aims to accelerate the development of our top talents at an early stage of their career. It includes assessments, coaching and 4-6 month project assignments.

► In the UK, we are piloting a **Learning Week**, with panels, forums, trainings on internal tools and opportunities to share learnings. We plan to expand this pilot across all hubs.

► In Russia, we organized a **Career Week** to help our employees look at their development and career from different points of view over the course of a 5-day event featuring leaders from across Ipsen.

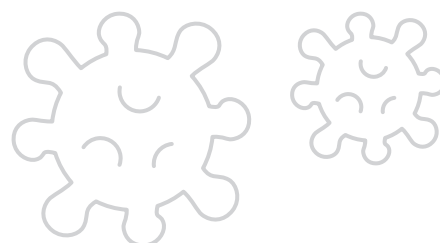
# KEY FIGURES



# COVID-19

Learning and development remained an essential pillar throughout the COVID-19 pandemic. To ensure our people could continue their development we implemented a number of initiatives:

- Transforming in-person trainings to virtual events
- Creation of a video learning playlist on SkillPill to help people develop or sharpen their distance-working skills
- Extension of training and development plan deadlines to give employees and managers extra time to assess needs



## PILLAR 3

# Compensation and Benefits

## MISSION STATEMENT

We reward what matters. We share our success. We care about our people as much as our people care about our patients.

## ELEVATOR PITCH

At Ipsen, **OUR GOAL IS TO MAKE A DIFFERENCE FOR PATIENTS.** To ensure we achieve that goal, we reward what matters: our people's contributions.

**WE WORK TO PROVIDE A FLEXIBLE AND INNOVATIVE FRAMEWORK** to care for our people and support our business objectives. Clear and fair, the compensation framework has been designed to uphold our ethics and compliance standards. It rewards individual, collective and group success.

**WE SHARE OUR SUCCESSES.** We regularly offer Employee Stock Purchase Plans. In 2019, we gave 5 shares to all employees worldwide.

**WE CARE ABOUT OUR PEOPLE.** We are putting in place benefits standards worldwide, including:

- Access to health insurance
- Maternity/ paternity leave
- Life insurance
- Access to retirement

**OUR GOAL IS** to ensure that employees are treated fairly, wherever they are located.

# PROOF POINTS

▶ We recognize that while compensation and benefits are key to attracting and retaining talent, our employees are drawn to Ipsen because of **our mission, our values and our culture.**

▶ We reward what matters: **individual, collective and group contributions.**

▶ **Our compensation strategy** is adapted to local markets to ensure compliance with local laws, cultural norms and to remain competitive.

▶ We work closely with **our Ethics and Compliance** department to ensure our compensation is fair, equitable and in line with our values.

▶ We offer **attractive remuneration packages** that include base pay, short-term and long-term incentive opportunities, as well as benefits.

▶ Benefits may include **stock-purchase programs**, profit-sharing programs, retirement, medical insurance and life insurance.

▶ We are putting in place **benefits standards worldwide**, including:

- **Access to health insurance**
- **Maternity/paternity leave**
- **Life insurance**
- **Access to retirement**

▶ We are working to **increase gender pay equity** by putting in place a robust and proactive internal methodology to ensure equity at every step of the employee experience.

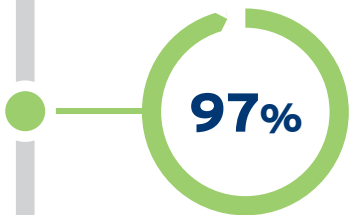
▶ Our flexible and innovative framework clearly communicates the criteria for **short-term incentives.**

▶ We systematically **benchmark our salary packages** against local markets.

## KEY FIGURES



*of employees  
were given*  
**IPSEN SHARES  
IN 2019**



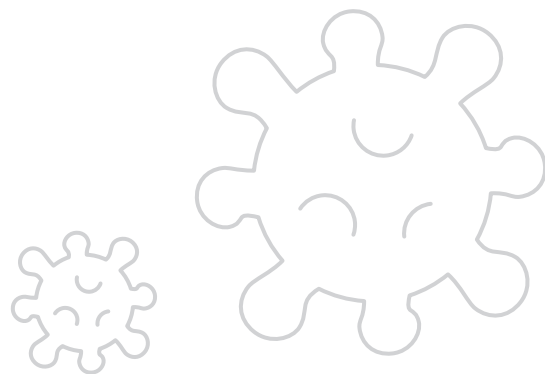
*of employees have*  
**A FIXED + VARIABLE  
PAY STRUCTURE**

## COVID-19

To deliver our medicines, our colleagues must be safe and healthy. We developed Global guidelines applicable to all countries worldwide with:

- Employee Assistance Programs, so that our people and their families could receive the support they needed
- Fixed and variable remuneration, so that our people would be financially safe
- A special bonus for those who came on-site to ensure business continuity, without comprising their health or safety, which is our top priority

**BECAUSE  
BY PROTECTING  
OUR PEOPLE,  
WE PROTECT  
OUR PATIENTS.**



## PILLAR 4

# Becoming a Business Partner



## MISSION STATEMENT

Our HR mission is to become a full business partner for leaders and employees by developing the right people for the right roles, now and in the future. Our goal is to remain a trusted internal resource for all Ipsen employees because we care for our employees the way our employees care for our patients.

## ELEVATOR PITCH

### **TO BECOME A FULL BUSINESS PARTNER**

for leaders and employees and to support Ipsen's transformation, we work continuously to develop an understanding of our business's current and future needs. We are piloting tools that enable our leaders to anticipate future strategic capabilities (pilot in the Supply Chain).

**WE SELECT, IMPLEMENT AND BUILD** on the right HR tools to improve our performance and efficiency. We work to identify and implement the most relevant KPIs to track our progress, the career evolutions of each employee and the needs of our business so we can prepare for the future.

**WE ARE STRUCTURING** our HR organization to ensure our top leaders have resources in the form of division Business HR partners who are fully focused on the future design and needs of each organization and on workforce talent development.

### **WE DILIGENTLY APPLY ETHICAL AND EQUITABLE LEARNING,**

development, compensation and benefits standards around the world so that our pipeline of talent remains motivated and ready to grow in their roles. We put in place robust talent management and development programs in preparation for the future.

We apply our HR principles **AROUND THE WORLD;** we adapt our processes to local markets to ensure we can attract and retain top talent around the globe. **THIS IS HOW** we foster an environment and culture of growth, innovation and agility, now and in the future.

To ensure we remain a trusted internal resource for all, we provide our employees around the world with clear, equitable frameworks and **CRITERIA FOR SUCCESS.**

We work closely with our ethics and compliance department to ensure we uphold the highest ethical standards. **WE PROMOTE DIVERSITY AND INCLUSION** through a range of initiatives around the world. We continuously strive to achieve gender parity and pay equity globally. We ensure our employees have access to the tools they need to develop their skills and grow in their roles, now and in the future.

## PROOF POINTS

▶ With the implementation of the **iPeople** (Workday) and **iLearn** (Cornerstone) platforms, we have created a foundation to manage and develop our people.

▶ We continue to build on that foundation with **new tools**, including for internal mobility and for learning and development.

▶ We are establishing and expanding **KPIs** that will allow us to track our progress and predict future needs.

▶ We apply **our HR principles** and our One Ipsen Way of Being around the world. We adapt our HR processes to ensure we are relevant in local markets so we can attract and retain top talent worldwide.

▶ We are building **innovative programs** around the world, such as the Talent Exchange, to match employees with roles, by developing relationships between business leaders and HR.

▶ We are committed to ensuring our employees have room to grow. We've developed **a range of programs**, including the Fast Tracking program, the Leading the Ipsen Way program, the Global Mentoring program and our Leadership Pathway to build our employees' skills and help them grow in their roles.

▶ We are putting in place **baseline benefits standards worldwide**, including:

- **Access to health insurance**
- **Maternity/ paternity leave**
- **Life insurance**
- **Access to retirement**

▶ We are working diligently to **increase gender pay equity** by putting in place a robust and proactive internal methodology.

▶ Our **flexible and innovative framework** clearly communicates the criteria for short-term incentives.

▶ **100%** of Ipsen employees have a personalized development program.

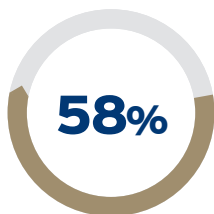
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▶ We know that **diversity is crucial** for innovation and we are committed to developing our diversity and building an inclusive workplace.

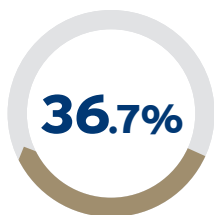
# KEY FIGURES



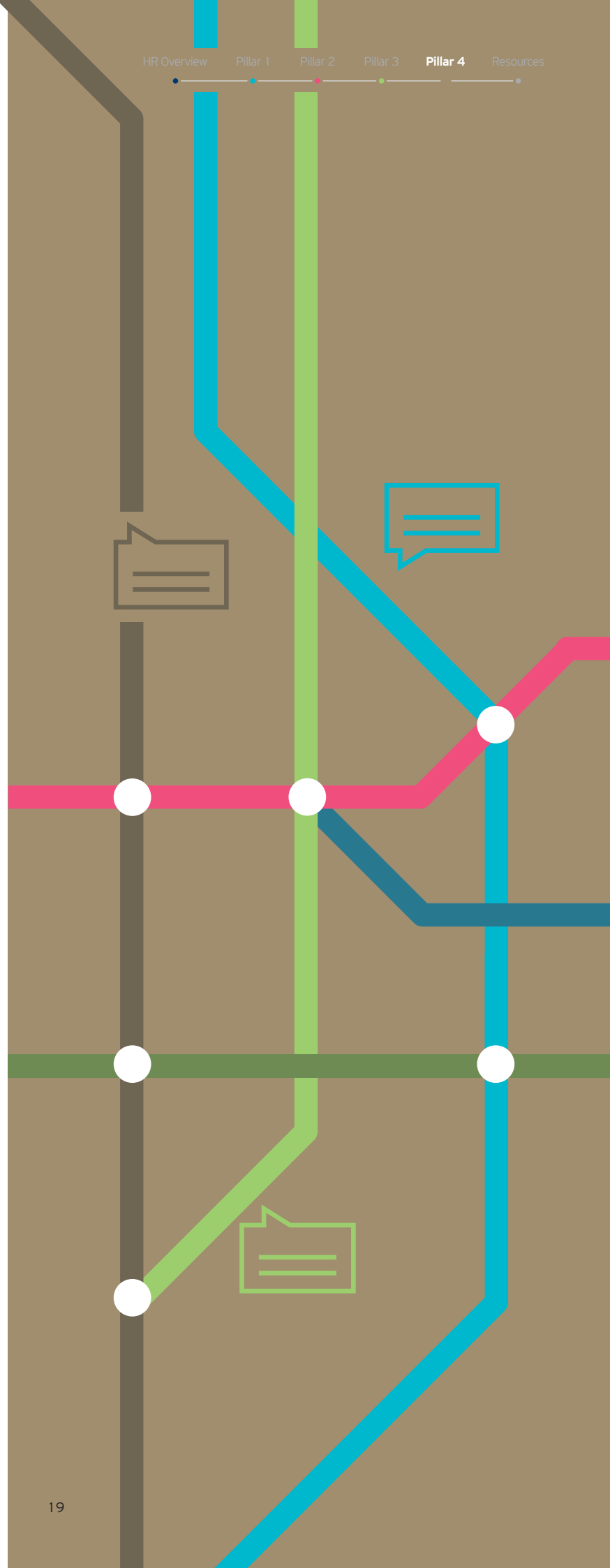
of employees have a **PERSONALIZED DEVELOPMENT PLAN**



of our employees are **WOMEN**



of our GLT is made up of women; we will reach **50% BY 2024**



# Additional Resources

## THE FOLLOWING RESOURCES ARE ALSO AVAILABLE:



2019 Engagement Survey results