

Global HR community



# HR GLOBAL WEBCAST

3<sup>rd</sup> September 2020

# Today's Agenda

01

## Introduction

Awards & Recognition  
Welcome New comers  
Organization changes

03

## Update CoE

Talent Management  
Talent Acquisition  
C&B  
HR Transformation

02

Feedback from HRLT meeting  
with David LOEW

04

## Local zoom: Early Talents

UK & Ireland  
France

# 01 Awards & Recognition

Congratulations to Ipsen Australia for being certified Great Place to work and Italy & Russia which secured their current labels. (gender Equality & Green & Health office)



The Winning Women Institute certified for the second year in a row that Ipsen Italy promotes gender equality at work.

This achievement is a great source of pride as our company strives to promote equality and inclusion in all their forms, in everything we do.

Alessandra Benevolo  
HR Director Ipsen Italy



IPSEN MOSCOW



# 01 Welcome to new comers

## HR Global Teams



**Jeanne BANWARTH**  
Boulogne –Billancourt,  
Compensation & Benefit  
Specialist  
Global HR



**Chandini Shash**  
Bath Road,  
Global Talent Management  
Coordinator  
Global HR



**Gunjan Sharma**  
Boulogne –Billancourt,  
Global Talent Management  
Intern  
Global HR

## Australia



**Melanie Adkins**  
Glen Waverley,  
HR Generalist  
Australia

## France

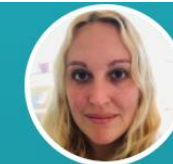


**Diane Bachem**  
Boulogne –Billancourt,  
Senior Training Manager  
French Operations  
Specialty Care



**Sylvie Troussicot**  
Dreux,  
Payroll officer  
France

## UK



**Ani Gaskell**  
Milton Park,  
HR Assistant  
R&D UK

## North America



**Constance Angle**  
Cambridge One Main,  
HR Head, Strategic Initiatives  
& Operation  
North America



**Eva St Cyr**  
Cambridge One Main,  
Employee Experience  
Associate  
North America



**Briana PontBriand**  
Cambridge One Main,  
People Services Specialist  
North America

# 01 Changes in HR Organization: R&D



Lisa DiPaolo



**Khadija Dembele**

Bath Road

HR Director, Global R&D Functions



**Aline Dudouit**

Boulogne-Billancourt

HR Director, Global R&D Functions



**Katie Kemradt**

Cambridge One Main

HR Director, Global R&D Functions



**Alexandra Anguissola**

Les Ulis

HR Director for Les Ulis  
and Dreux PharmSciences sites

# 01 Changes in HR Organization



Sophie MARCHANDISE



**Marjorie Freal-Saison**  
Les Ulis  
**HR Data Analytics  
and Transformation officer**



Mona Amin



**Jo Briggs**  
Bath Road  
**Senior Director HR UK & Ireland  
Operations Global hub**



**Monica Berube**  
Cambridge One Main  
**Senior Director, People,  
Organization and Capabilities  
and People Services  
North America**



**Marcus Voss**  
Munich  
**HR Director DACH & NCE HR  
Advisor**



## Feedback from the HRLT meeting with David Loew, CEO Ipsen



# Update Centers of excellence

Talent Management  
Talent Acquisition  
C&B  
HR Tools & Collaboration

# Talent Management & Engagement





# 2020 Development & Talent campaign

## iDevelop



- **97%** of our employees have a development plan in place.
- Focus on 70 & 20 actions:
  - **70**: 44%
  - **20**: 28%
  - **10**: 28%
- Average of **2,4 actions** per development plan
- Update on actions:
  - New development plan template in 2020
  - Digital development workshop for managers: more than **280** managers trained worldwide (France, Russia, UK/Irl, China, AustraliaNZ,...)
  - HR Forums
  - Discussion guides, 70-20-10 examples guide

## Talent Review



- Potential assessment in the tool only mandatory for GLT this year, due to Covid19:
  - => throughout the company **62%** of employees
- Talent Review of GLT:
  - => end October with new CEO
- Talent Data accuracy:
  - Pictures inserted: **60%** of employees
  - Resume completed: **50%** of employees
- **2021**:
  - Potential assessment of all Ipsen employees
  - More frequent talent reviews during the year
  - Ensure identification of early in career top talent/next generation leader

# Introducing a change of mindset: Creating a true feedback culture at Ipsen

Feedback makes employees, managers & the company grow in a continuous improvement cycle

## What is a feedback culture?



- Feedback culture is not based on critic or praise
- Feedback is based on integrity and courage
- Feedback culture is a workplace culture that is focused on honest feedback between employees (peers), between employees and managers, and between managers and executives - both ways
- A feedback culture is a culture where every employee feels they have the right to give feedback to another person in the organization – no matter where they may fall on your organizational chart.

## Why feedback matters?



- It boosts employee engagement and further achievement
- It boosts company performance
- It helps managers to become leaders
- It creates a more positive workplace and an environment of trust
- It decreases turnover
- It improves corporate communication
- It helps individuals and the organization to grow

## How to implement it?



- By using continuous feedback vs. periodic feedback
- By building feedback into normal, everyday situation
- By promoting peer-to-peer feedback (among other feedback channels)
- By providing feedback training: giving & receiving / balancing critical & positive feedback
- By emphasizing openness & trust
- By emphasizing personal accountability

# Ipsen Leadership Pathway Program status

Programs roll out status & 2021 preparation

## Executives programs

*Being a Bold & Disruptive Leader in a New Era*  
*Accelerating Next Generation Leaders*

Cohorts postponed to Q4 due to Covid-19 and converted to full digital sessions

## Mentoring

283 mentors enrolled - 108 mentoring already registered in iPeople

## Leading the Ipsen Way

Program on track - 198 managers trained YTD versus 397 new enrollements in 2020  
Total 609 participants, 28 cohorts in progress (2019 & 2020)

## First Time Leader

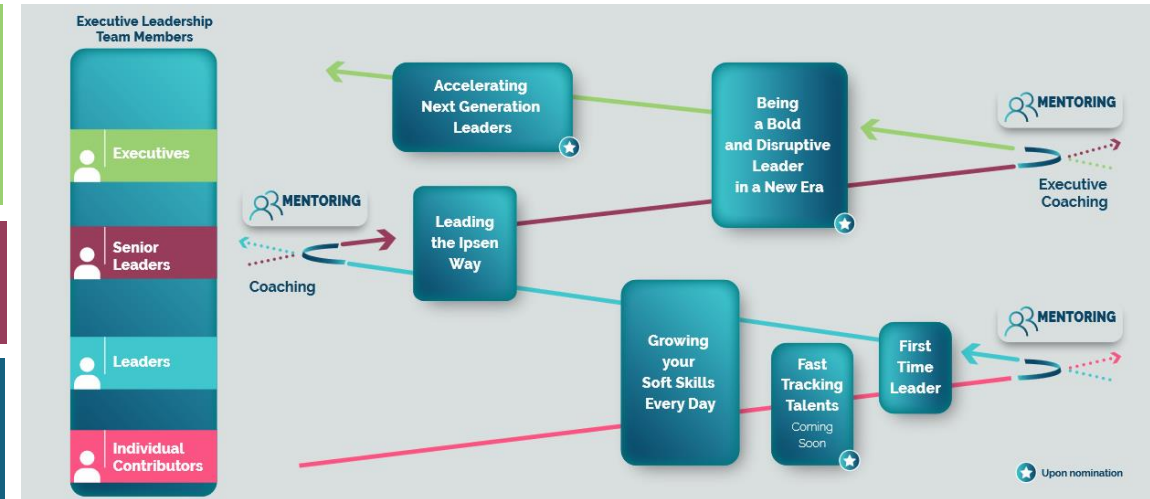
Launched in January - Already deployed in 6 Regions/Countries

## Fast Tracking Talents

First cohort launched on June 17th - 22 participants - 9 countries represented

## Growing Your Soft Skills Every Day

Renewed offer last April with 3 new languages: German, Italian and Spanish  
Action plan to improve users adoption



## Coming soon:

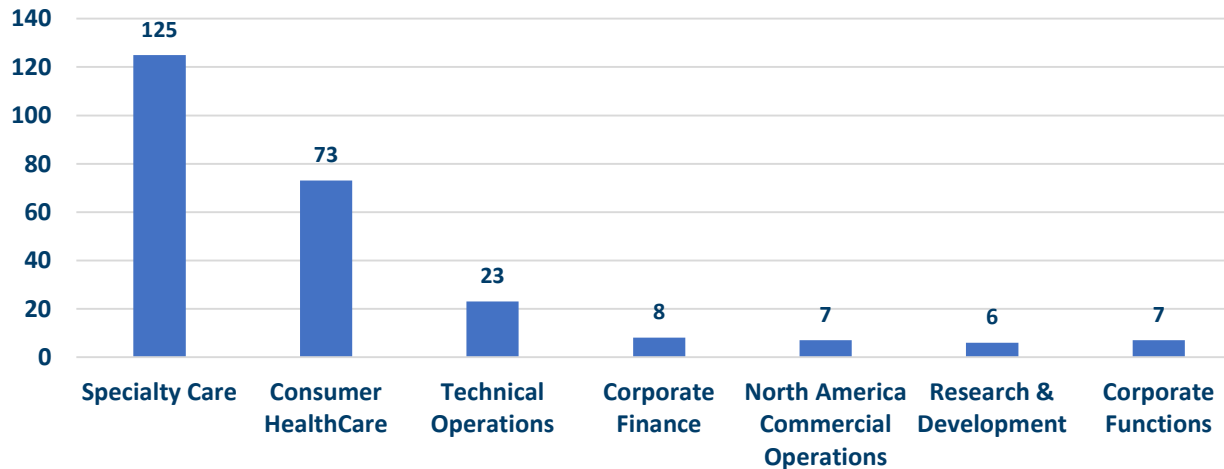
- Programs Forecast 2021
- Monitoring tools for each program (KPIs – Dashboards)
- Growing Your Soft Skills Every Day, new positioning
- Global Coaching framework design
- Leading the Ipsen Way for Functional/Project Managers without direct reports in design, to be launched early 2021

# Leading the Ipsen Way: 249 managers to enroll in 2021

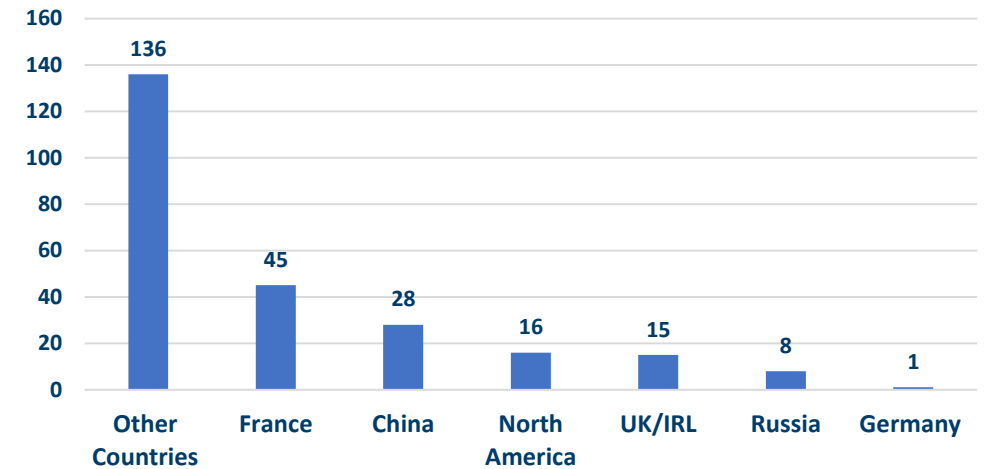
This Forecast includes:

- New managers who have joined from Sept. 2019 to July 2020
- Managers registered previously but didn't start the program
- Managers from other countries (out of the initial scope)

### Division distribution



### Country distribution



# Transitioning to New Normal : Opportunities & Risks

## Opportunities

### Be more diverse & talented

- **Attract talents we would never have attracted before** thanks to an enhanced employee experience

### Be more efficient & performance driven

- **Expand our Talent net**
- **Working From Home has proven more efficiency & focus leading to higher performance**

### Save costs

- **Real estate substantial cost decrease** in case we reduce office space
- Minor investment into equipment to Work From Home
- Savings from less travel

### Be more socially responsible

- A remote working setting/organization allows for **less travel/commute** and is therefore **better from an environmental standpoint**

### Increase employee well being

- Contribute to a **better work/life balance** for all our employees

## Risks when working from home

- Difficulties to set boundaries **between professional and personal activities**
- **Discrimination** between people whose activity make it possible to work from home and people who can not (working in production, labs..)
- Less creativity,
- Not socializing, less internal networking, etc...
- Lack of adherence to company vision and values
- Lack of engagement
- Challenge to provide feedback and manage performance in remote setting

How do we manage to keep a high level of engagement in the New Normal ?

How do we tackle the potential issue of no more willingness from our talents to move to another country ?

# Transitioning to New Normal : feedback from employees

(based on surveys in USA, Canada, UK&I, France, China, Poland)

More home office (2-3 days)

More flexibility in organizing of the job

Office for socializing and especially for interaction with the manager and the team

Review the way we work to set boundaries between work and personal life

Learning to improve IT, Digital skills, as well as work life balance

Environmental responsibility (limited commute and travel)

Equipped home work place is a must have

**2/3+**

of our employees would like to work from 2 to 3 days from home

**2/3+**

of our employees declare to have a dedicated workspace @home

Most of our employees (at least 83%) declare to be more efficient working from home\*

Mostly Co-Working space is not attractive, except for employees in Poland and China

*\*apart from technical issues and /or having to take care of kids*

# What are the options we foresee ?

Le télétravail reste "souhaitable" alors que la France entame ce lundi une nouvelle phase de déconfinement, mais ne doit pas devenir la règle à long terme, a déclaré le ministre de l'Economie et des Finances Bruno Le Maire.



## BACK TO (OLD) NORMAL

- Back to local Work From Home policies
- Back to before Covid-19 Ways of Working

## MOVE TO NORMAL +

- Move to a global 2-day WFH policy
- Working in the office is the default
- Adapt ways of working and reinforce (remote) management skills

## MOVE TO FLUID & AGILE

- Move to a global 3-day WFH policy, providing flexibility
- Working from home (or somewhere else) is the default
- Revisit entirely ways of working, leading and managing

## SHIFT TO FULL REMOTE

- Move to a 'all-remote' organization, no more office spaces (*keep only manufacturing & labs*)
- Revisit entirely ways of working, leading and managing

There are many benefits along Working from Home which are driving people's engagement. At the same time, the office provides a unique opportunity to perform all the activities related to emotions and feelings

OUT OF OFFICE	IN OFFICE
<ul style="list-style-type: none"> <li>• Be focus and more efficient</li> <li>• Have a better work/life balance</li> <li>• Be more environmentally responsible</li> <li>• Develop resilience</li> <li>• Get more job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Build relationships</li> <li>• Collaborate</li> <li>• Innovate</li> <li>• Negotiate</li> <li>• Make critical decision</li> <li>• Have difficult conversations</li> <li>• Foster serendipity</li> </ul>

### Twitter announces employees will be allowed to work from home 'forever'

The company said those who want to return to the office won't likely do so until at least September and reopening will be 'careful'

[Coronavirus - live US updates](#)  
[Live global updates](#)



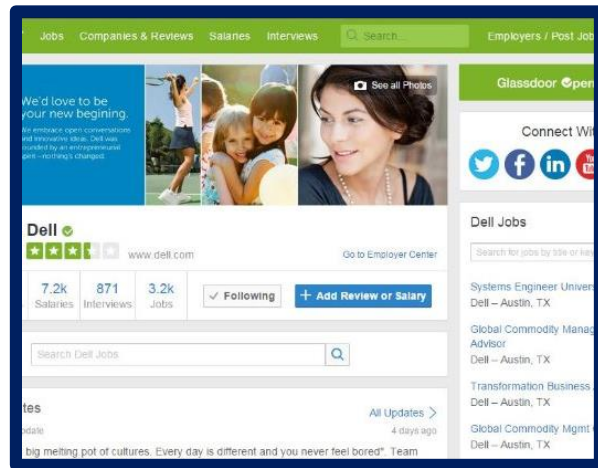
Twitter will allow its employees to work from home "forever", chief executive officer Jack Dorsey said in a company-wide email Tuesday.

# Talent Acquisition



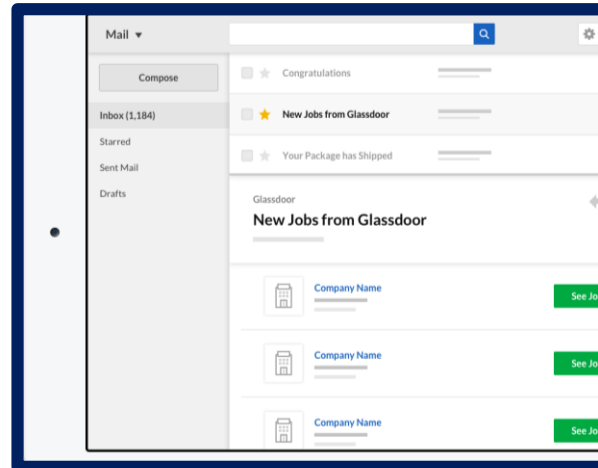
# Our Glassdoor strategy

We recently contracted a Premium Profile Page Package for 2020, it will allow us to:



## Boost our Employer Brand

- Promote our Ipsen Brand
- Tell our Employer story
- Engage with the community
- Focus on 3 pages FR-NA-UK & Ireland



## Target the right candidates

- Sponsor job offers on our profile page and competitor pages
- Track traffic generated by Glassdoor on our careers site
- Learn our candidates' profile to adapt our communication



## Monitor, listen & take actions

- Access extensive data analytics per location, per topic and comparison to competition
- Respond to selected reviews
- Global monitoring of feedback allowing us to adapt our engagement and recruitment strategy.

2020  
Objective  
**glassdoor**<sup>®</sup>  
4.0 ★★★★★

# Glassdoor Governance

How does it work?

## Global Communications

### Ipsen Media Owner

#### Update Content & Answer Reviews

- Ipsen profile page updates (US, UK, FR)
- Ipsen news feed update
- Answer Management (*process owner: write, validate and publish the answers, alert if critical reviews*)
- Highlight featured reviews

## Global TA & HR Communications

### Topic Owner

#### Define Strategy & Monitor

- Manage customer relationship with Glassdoor team
- Define & deploy Glassdoor strategy
- Follow up & validate answers with Global Comms
- Monitor analytics
- Communicate reviews to HR.

#### TA Hub teams

- Monitor candidate stats and recruitment features (job promotion, candidates' profile, etc.)
- Define and deploy local action plans with BHR /Site HRs to boost reviews

## BHR & HR Directors

### Key Stakeholder

#### Consider Feedback & Take Action

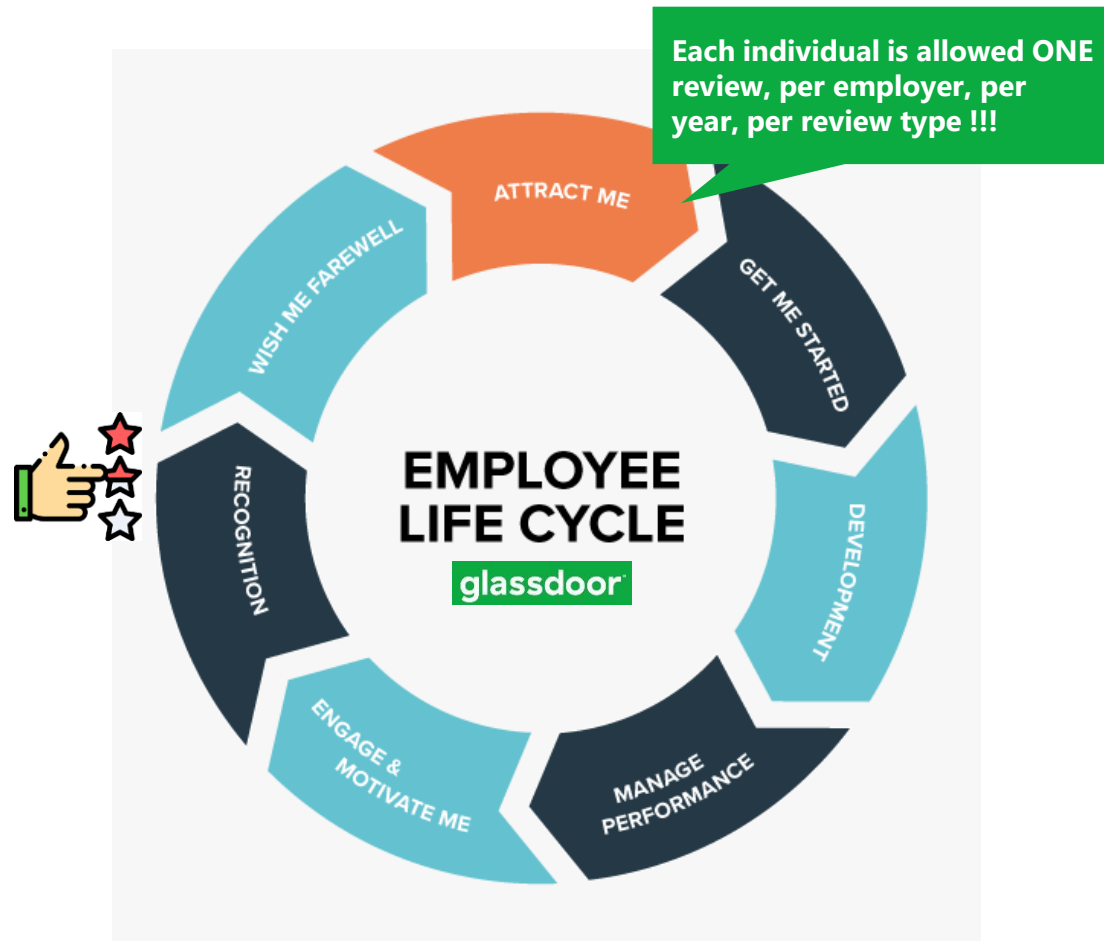
- Receive global Glassdoor stats / quarterly
- Receive reviews in their scope
- Consider valuable feedback to discuss with management: positive - programs in place to pursue, negative - what actions could be taken to improve

## Content Approval & Posting Process

A bank of preapproved answers have been validated by CHRO, Global TA, Head of Global Coms, E&C and Legal to establish the global process. Glassdoor content and news updates will be managed through the **global social media approval process**. Content is approved by Global Head of Comms & Global Strategic Planning, consulting legal, medical and compliance when necessary.

# Glassdoor Employee Engagement Strategy

Glassdoor needs to be considered an additional tool to measure engagement of our employees at all stages of their life cycle



Asking more current employees to review > 2.2 vs 4.0

## Global Level: Setting a new culture and framework

- **Automated, targeted emails** asking our employees to share their experience
- **Revise Ipsen Brand Ambassador format** for all employees and new hires
- **Global Internal HR Campaign** fostering a culture of feedback

## Divisional /Regional/Site Level: Be agile and take action

- **Glassdoor Communications Tool Box** ready to use and designed to engage managers and employees in sharing their experience

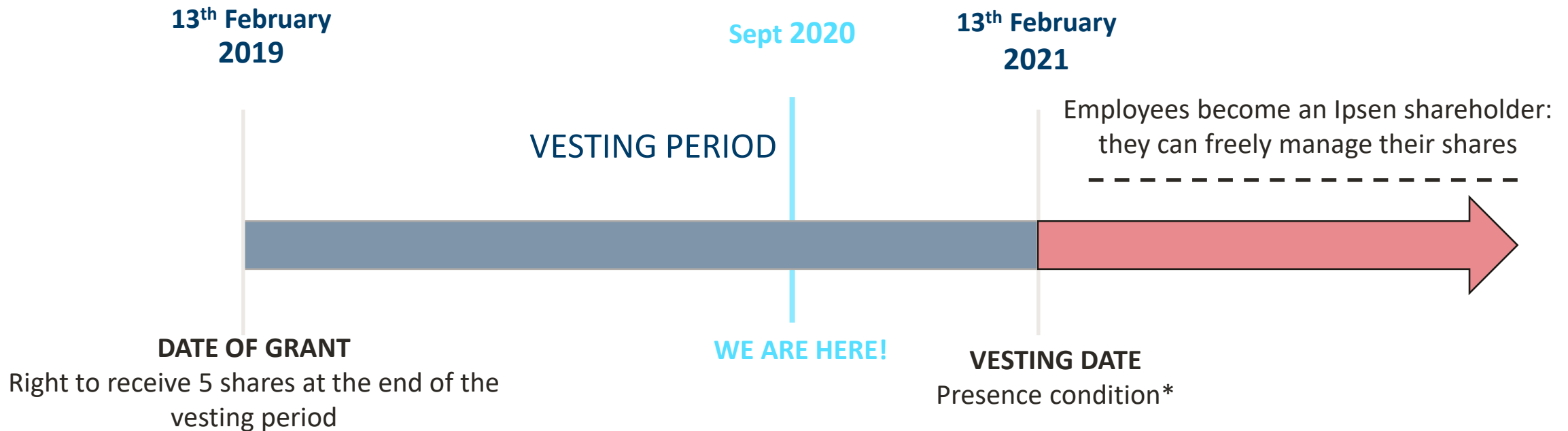
# Compensation & Benefits



# Reminder - Terms & conditions of the plan



- February 13, 2019: we launched our “5 Shares for All” program to share our success with all employees around the world:
  - 5 IPSEN Shares
  - 2-year vesting based on presence condition

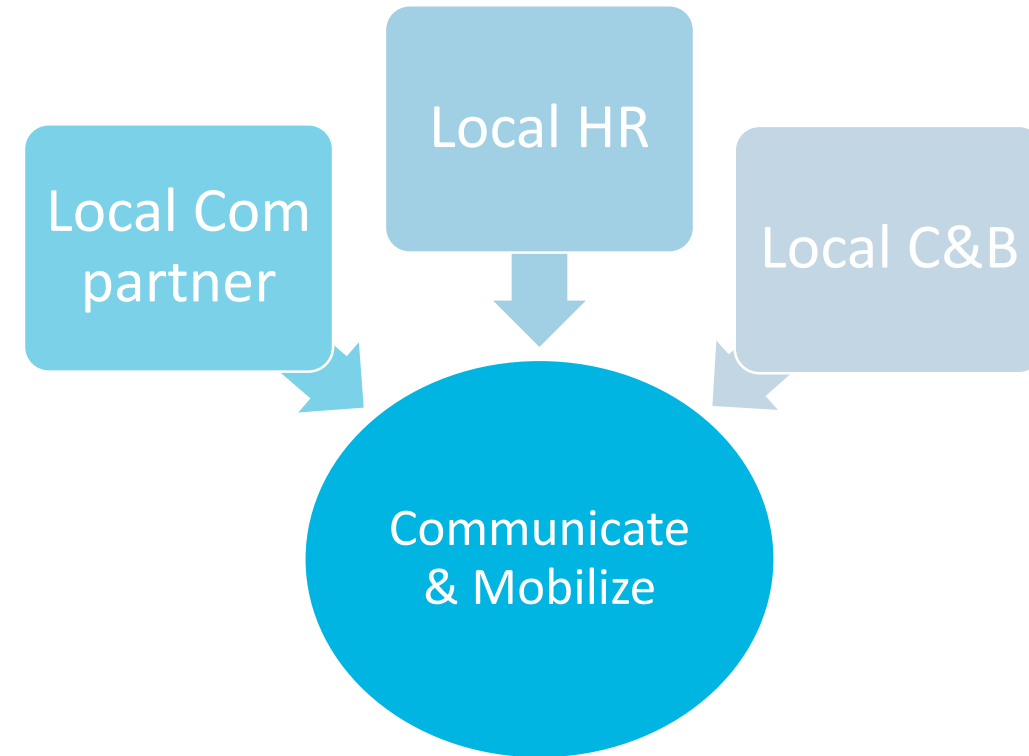
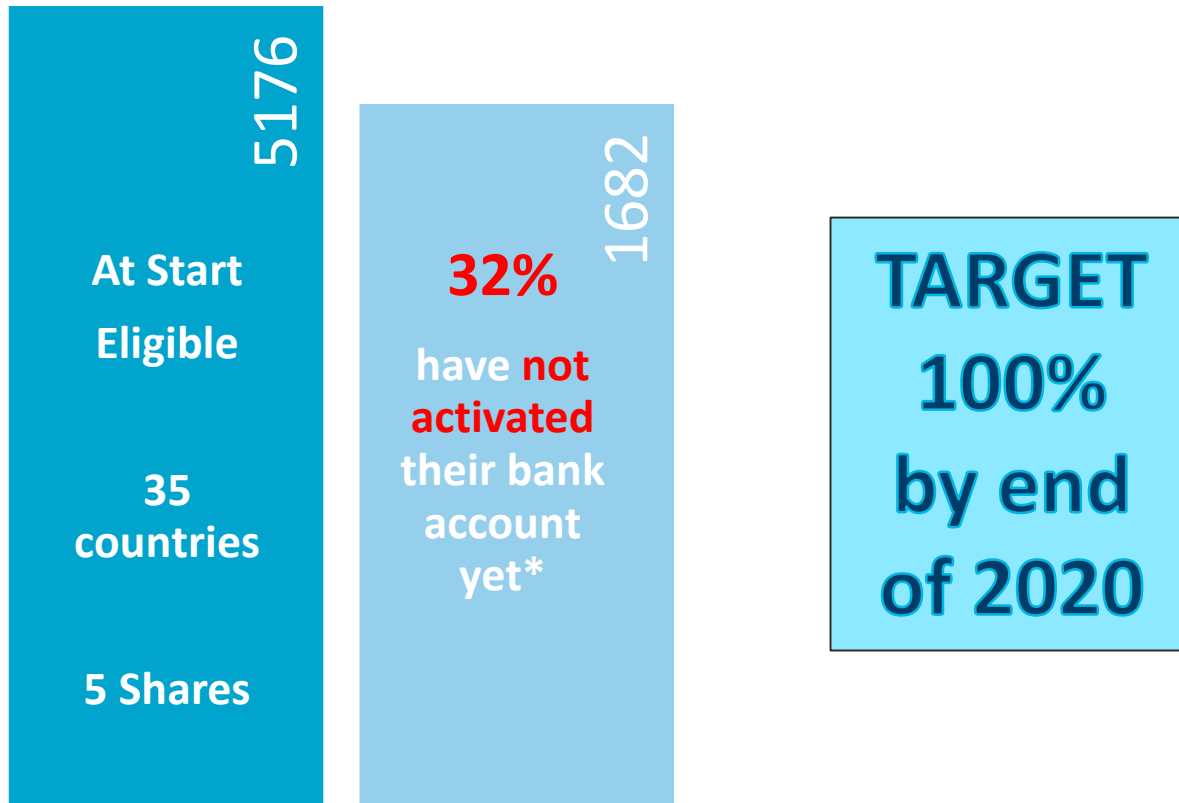


# Almost there – 6 months before delivery

Activation of Banque Transatlantique (BT) account



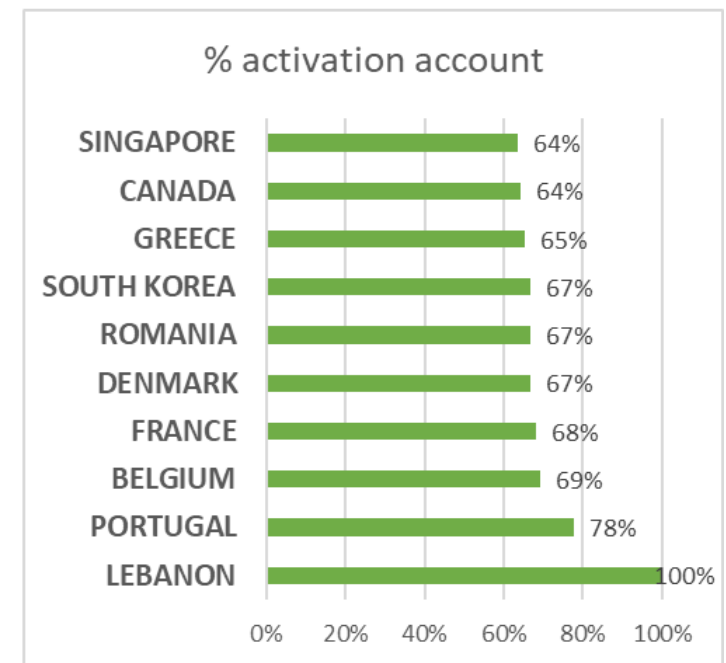
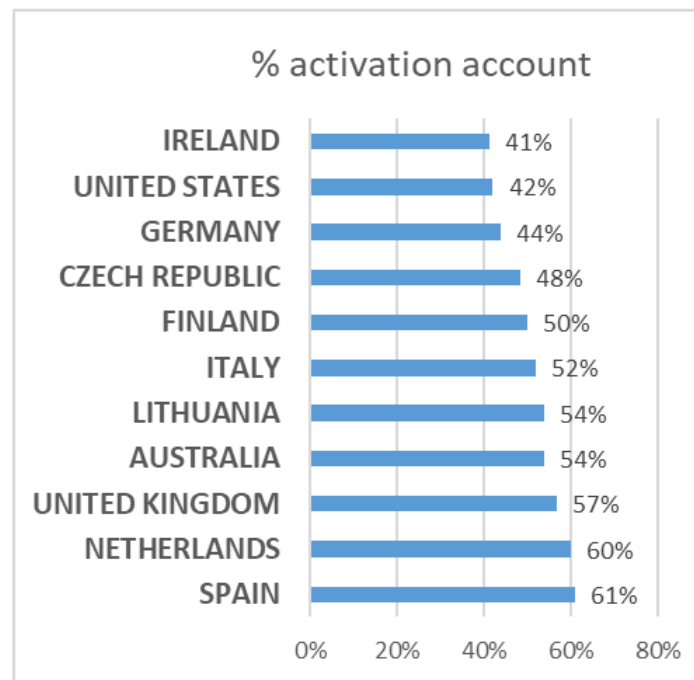
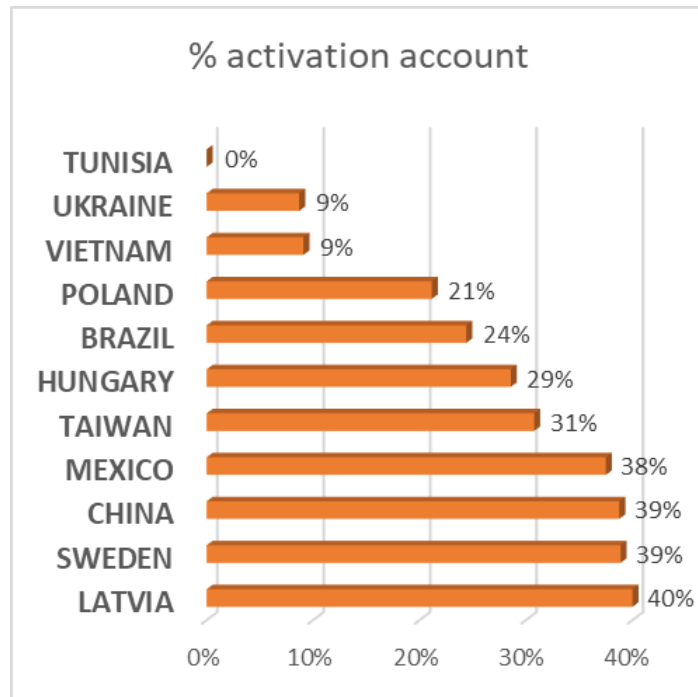
On February 13, 2021 : participants will get their 5 shares provided they have activated their BT account.



Less than 6 months left !!!

# BT Activation account - status per country

Data as of August 3, 2020 – Source BT



\*Excluding Russia, Kazakhstan and Algeria managed separately

# Getting ready for delivery: next steps

To ensure all individual BT bank accounts are activated and participants ready to receive their 5 shares



## Local HR/C&B – call for action:

- Reinforce local and dedicated communication related to BT account activation
- Follow-up on each employee who has not activated yet
- Update any leavers/mobilities in BT corporate website (including reason – reminder retirees are eligible)
- January 2021 : Final validation locally of the list of participants (continuous presence until Feb 13, 2021 + retirees)

## Banque Transatlantique :

- Send a reminder to all employees who have not completed the activation process: 2<sup>nd</sup> week of September
- Put at your disposal the dedicated tax form on your BT corporate website: beginning of September
- Organize training related to mobilities within Ipsen for tax purposes (sourcing at vesting)

## Corporate Compensation & Benefits team:

- Monthly call scheduled with HR & relevant stakeholders (including finance, BT, comm.) until completion: to support and monitor process for a successful delivery of the 5 shares in all countries



HR Tools  
& Collaboration

# HR Tools & Collaboration | Achievements & Highlights



## HR Foundations

Update and improve our key HR documents/tools

- HR MESSAGING
- HR PRINCIPLES UPDATE
- KPIs: DEFINITIONS AND DEVELOPMENT OF NEW KPIs
- HR INSIDER EDITORIAL COMMITTEE



## Share & learn for HR

Develop HR teams on key topics

- KLAXOON TRAINING
- IPEOPLE BASICS E-LEARNING
- PMHub TOOLKIT
- HR ONBOARDING



## New Projects

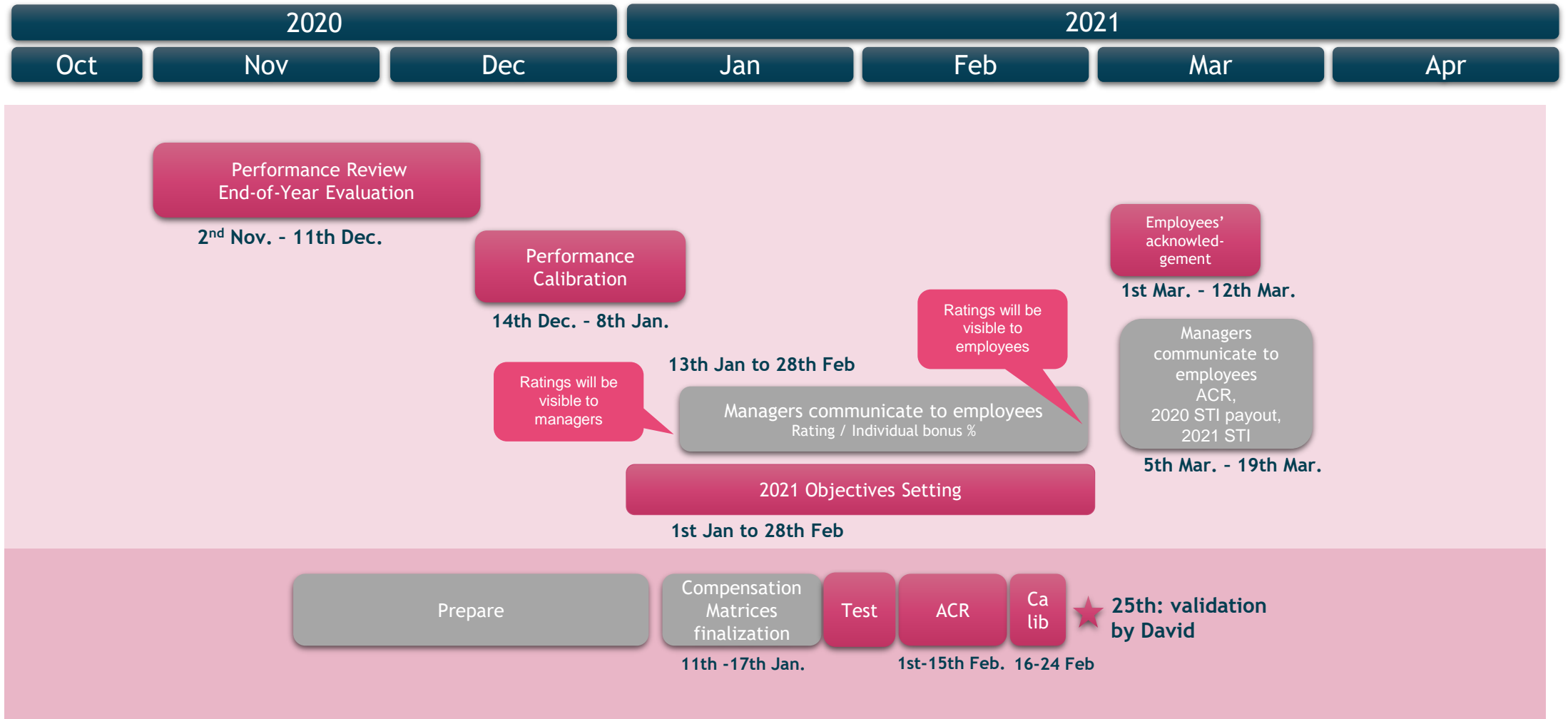
Focus on new transformative projects

- SCP HR
- EXTERNAL WORKFORCE

**Extension of iPeople:**

- ABSENCE MANAGEMENT (Algeria & UAE) **LIVE!**

# HR Planning - H2 2020 and 2021





**ASPIRE  
TO  
SUCCESS**



# Ipsen Early Talents



Testimonials from  
UK & Ireland  
France

# Early Talent @ Ipsen: UK & Ireland main initiatives



- **Bath Road**
- New Graduate Programme & VIE
- **Milton Park**
- Apprenticeships & 12 month internship
- **Wrexham**
- Industrial placements, Graduate Programme & Apprenticeships
- **Dublin**
- Internship placements

**"A graduate scheme was the beginning of my journey and has led me to where I am now, opening countless opportunities on the way"**

Asad Ali  
General Manager UK & Ireland

## Ipsen Graduate Development Programme (IGDP)

The IGDP programme is a bespoke scheme designed to give graduates a robust platform on which to translate their academic knowledge into practical business skills and experience. Tailored to individual development plans and career aspirations, as a graduate at Ipsen you become an integral team member. Working in collaboration with various teams supporting the tactical implementation of Ipsen's product portfolio strategy, making a real contribution to all roles undertaken.

Graduates will have the opportunity to gain experience across a variety of roles over three, six month rotations, located in our UK Headquarters, Slough, Bath Road. As the main Commercial Hub in the UK the programme will provide an opportunity to kick start a career in the Pharmaceutical Industry while operating at the forefront of innovation.

- **Future Collaborations**
- Regional Strategy for Early Talent
- VIE extension
- Rotational Graduate Programme - Leaders of the Future
- Development of Follow the Molecule

**TO MAKE MEDICINE PROGRESS, WE FIRST MAKE YOU GROW**

## Early Talent Guide Ipsen Milton Park

<p><b>Internships (18+)</b></p> <ul style="list-style-type: none"> <li>12-month fixed term contract from September</li> <li>Assigned projects</li> <li>Source: Universities e.g. Oxford Brookes and University of Oxford</li> </ul>	<p><b>Work Experience (16-18) *</b></p> <ul style="list-style-type: none"> <li>1-week placements bi-annually in April and June</li> <li>Partnered with UK&amp;I sites to implement Follow the Molecule Program annually</li> <li>Source: Local Schools e.g. King Alfred's Academy, Didcot Girls &amp; Referrals</li> </ul>
<p><b>Apprenticeships (18+)</b></p> <ul style="list-style-type: none"> <li>21-24 months fixed term contract from September</li> <li>Structure defined</li> <li>Work experience / obtain Laboratory Technician Level 3 qualification</li> <li>Source: Cogent Skills</li> </ul>	<p><b>Summer Placement (16-18) *</b></p> <ul style="list-style-type: none"> <li>2-3 months between June &amp; September</li> <li>Budget approval required</li> <li>Work shadowing</li> <li>Source: Local Schools e.g. The Cooper School, Headington High School &amp; Referrals</li> </ul>
<p><b>VIE (18-28)</b></p> <ul style="list-style-type: none"> <li>European International Internship</li> <li>6-24 months contract from September (headcount not required)</li> <li>Professional International training and business experience</li> <li>Source: VIE Business France</li> </ul>	<p><b>* Referral Selection Process</b></p> <ul style="list-style-type: none"> <li>Student application period for referrals: <b>1st September - 31st October</b></li> <li>CV &amp; Placement Request Form sent to <a href="mailto:radia.hussain@ipssen.com">radia.hussain@ipssen.com</a></li> <li>HR &amp; departments leaders will review applications &amp; decide placements for both intakes by end of February and April</li> <li>All arrangements made &amp; paperwork including risk assessments, NDAs &amp; consent forms to be sent directly to students</li> <li><b>Managers to anticipate headcount and obtain approval for fixed term contracts</b></li> </ul>

**IPSEN**  
Innovation for patient care



Thank you  
Any questions?

