

Global HR community



HR GLOBAL WEBCAST

16th February 2021

Today's Agenda

01 Welcome to new comers

03 2021 HR Global objectives & strategic priorities

02 2021 GLT SUMMIT Feedback

04 Ipsen Ways of Being Roll out Plan

01 Welcome to new comers

North America



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GLT SUMMIT 2021
**FOCUS. TOGETHER.
FOR PATIENTS & SOCIETY.**

Boost culture of collaboration & excellence

Régis Mulot

Focus. Together. For patients & society.



Bring the full potential of our innovative medicines to patients



Build a high-value sustainable pipeline



Deliver efficiencies to enable targeted investment & growth



Boost culture of collaboration & excellence

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

Boost culture of collaboration & excellence

Enhance true
patient-centricity

Attract, develop &
retain highly
engaged talent

Nurture culture of
focus & high
performance

Strengthen
core capabilities &
foster
collaboration

Boost culture of collaboration & excellence

Attract, develop & retain highly engaged talent

**Internal
promotion**

65%

**Systematic
assessment**

100%

**Talent
diversity**

100%

**Cross-
functional
career path**

2x2x2

Cross-functional career path

A long-term destination for talent

01

We aim at increasingly succeeding from within. Our future leaders and executives should be appointed internally.

03

We value potential as much as we value experience. Don't need to have done the job before to get the job.

02

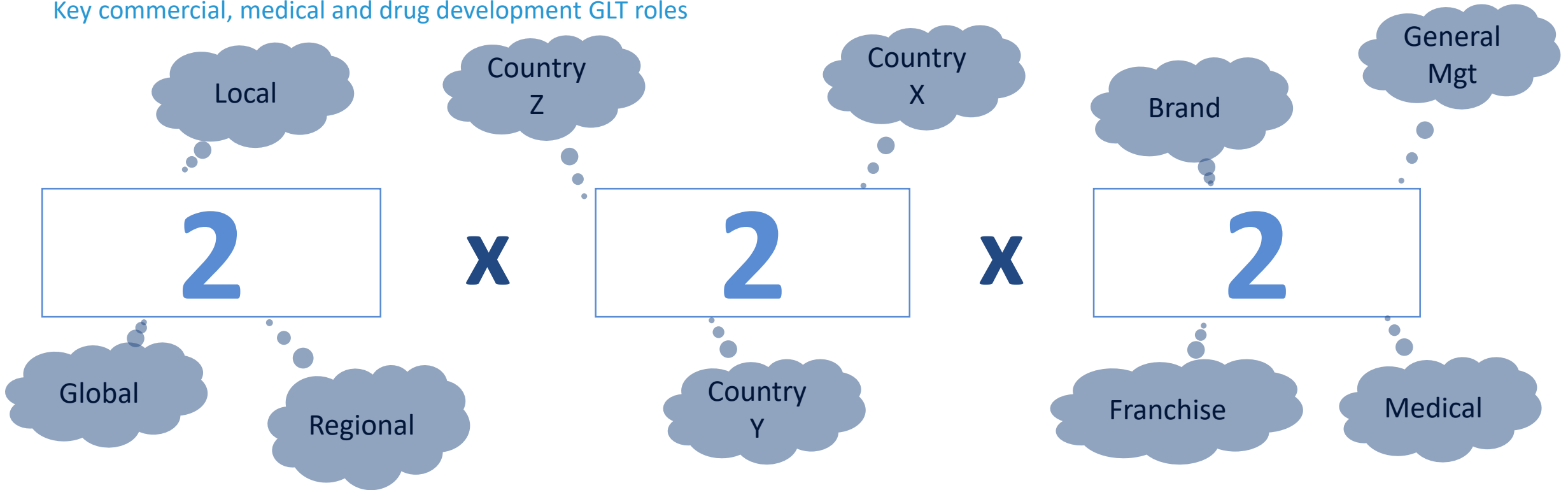
We expect from our talents to **broaden their horizon & diversify their experiences** and support them in building their careers.

04

We fast track high potentials, we identify them early and ensure they get critical roles where they stay 2,5-3 years to embed learnings.

ZOOM on cross-functional career path

Key commercial, medical and drug development GLT roles



To be appointed into one of these critical GLT roles, it will be required to be assessed as high potential and have built throughout the years professional strengths through a mix of local and global positions, multiple job families experience and multiple countries.

Boost culture of collaboration & excellence

Strengthen core capabilities & foster collaboration

Hybrid Working Model



Digital Learning Program

The Digital learning program – Example content





Our 2021 Strategic priorities

Support Ipsen Business & Cultural Transformation

Strategic Priorities	KPI
<ul style="list-style-type: none"> Co-lead Organization Transformations across divisions and geography, supporting new operating model and Ipsen 2021-2024 plan ambitions 	<ul style="list-style-type: none"> Related to Business Units KPIs
<ul style="list-style-type: none"> Reinforce Ipsen Way of Being Framework, with a focus on key success factors: single accountability, operating excellence, feedback culture, data driven, collective intelligence, smart resources allocation, flexibility and efficiency 	<ul style="list-style-type: none"> Ipsen Way of Being 2.0 rolled-out across all countries by end Q2 Single point of accountability: pulse survey to measure progress by Q4
<ul style="list-style-type: none"> Implement the New Normal of Work, an hybrid work model and flexible working space environment enhancing employee engagement, well-being and high performance 	<ul style="list-style-type: none"> New ways of working hybrid model (office/at home) established by Q3
<ul style="list-style-type: none"> Launch Year 1 of Diversity & Inclusion Roadmap 	<ul style="list-style-type: none"> 42% women in GLT (39% in Dec 2020) by end Q4 100% of external candidate short-lists including at least one diverse candidate compared to current holder and/or future peer (if new role)
<ul style="list-style-type: none"> Define a Global Strategy to external Employer certification 	<ul style="list-style-type: none"> 15 countries in 2020/2021 with external best employer recognition (12 in 2019/2020) by end Q4
<ul style="list-style-type: none"> Continue to engage employees in Community days 	<ul style="list-style-type: none"> 28% of employees worldwide participating to Ipsen community days volunteering programs by end Q4 (25% target for 2020)

Care and Reward for What Matters for Ipsen and its People to Succeed

Strategic Priorities	KPI
<ul style="list-style-type: none"> • Re-design Ipsen Global Short-Term and Long-Term Incentive programs to support business strategy 	<ul style="list-style-type: none"> • 2021 STI & LTI plan designs aligned with new strategy (Q1 & Q2)
<ul style="list-style-type: none"> • Enhance communication on Total Rewards to increase engagement and understanding of value 	<ul style="list-style-type: none"> • TRS framework available and roadmap defined by end of 2021
<ul style="list-style-type: none"> • Ensure Gender Pay Equity in all countries by equipping HR with methodology & tools to manage 	<ul style="list-style-type: none"> • Gender Pay Equity method, dashboard, and analysis deployed in all countries by end of 2021
<ul style="list-style-type: none"> • Benefits <ul style="list-style-type: none"> • Share the Success – 3rd Employee Stock Purchase Plan (ESPP) launch • Roll-out of 3Y Benefits Roadmap • Provide access to all Ipsen employees to an Employee Assistance Program (EAP) 	<ul style="list-style-type: none"> • 2021 ESPP launched (Q2) • Nb of countries at Global minimum standard by pillar (Q4) • EAP available in all countries by end of 2021
<ul style="list-style-type: none"> • Enhance Internationally Mobile Employee Experience through digital capabilities & forum 	<ul style="list-style-type: none"> • Expateo Digital platform deployment (Q3 HR and Q4 all expat)

Make Every Day a Learning Experience and Opportunity for Development

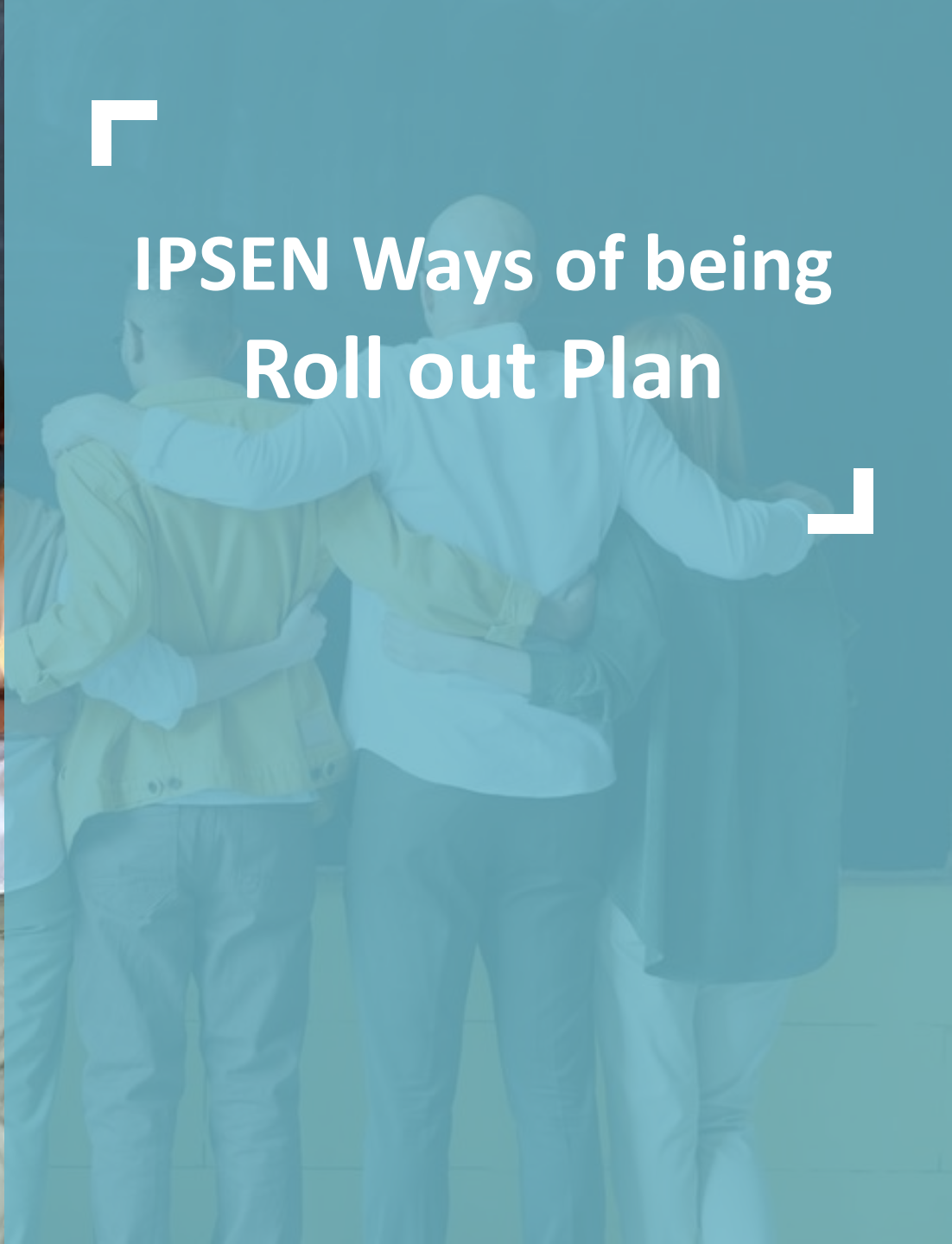
Strategic Priorities	KPI
<ul style="list-style-type: none"> • Increase Focus on Candidates/Employees Potentials vs. Experience <ul style="list-style-type: none"> • assessment solutions and feedback tools such as 360°. • High-potential MBA rotation program (pilot in NA) 	<ul style="list-style-type: none"> • 90%+ GLT members get 360 feedback by end Q4 • 100% robust external assessment for all GLT position final candidates as of Q2 (estimate less than 1/3 in 2020) • Design and pilot (NA) by end of Q4
<ul style="list-style-type: none"> • Design key roles Career Path Fostering Transversal moves between functions and geography 	<ul style="list-style-type: none"> • Increase internal promotion % to GLT position to 60% by end Q4 (currently 57%) • Transversal career path for 20 critical roles by end Q2
<ul style="list-style-type: none"> • Roll-out Strategic Capabilities Planning to all key functions 	<ul style="list-style-type: none"> • Engineering, Finance, HR, Procurement, IT
<ul style="list-style-type: none"> • Create a Digital Learning program for all employees 	<ul style="list-style-type: none"> • Wave 1 modules launched in Q3, wave 2 modules launched in Q4.
<ul style="list-style-type: none"> • Evolve the Leadership & Management Pathway (Leading within the matrix, coaching, mentoring, Fast-tracking talents, delivery method...) 	

Be an HR Business Partner and Challenger with our Customers and Employees at the center of all we do

Strategic Priorities	KPI
<ul style="list-style-type: none"> Continue to develop HR Data Analytics Capability to optimize business performance 	<ul style="list-style-type: none"> HR Insights wave 4 with local dashboard
<ul style="list-style-type: none"> Leverage robust HR KPIs and Surveys to improve operational excellence, employee experience and engagement (Capability, Contribution and Commitment) 	
<ul style="list-style-type: none"> Extend HR Shared Services to new geographies and new services, through lean, digital and user-friendly processes and tools 	<ul style="list-style-type: none"> France SSC by end H1 UK SSC extended to 4 more countries by end of 2021
<ul style="list-style-type: none"> Roll-out engagement tool and bi-annual engagement survey 	
<ul style="list-style-type: none"> Develop HR Skills 	<ul style="list-style-type: none"> HR Training path (on-boarding, iPeople e-learning, Digital, I&D...)



IPSEN Ways of being Roll out Plan



Boost culture of collaboration & excellence

Enhance true patient-centricity

Attract, develop & retain highly engaged talent

Nurture culture of focus & high performance

Strengthen core capabilities & foster collaboration

one-way*
of being



Ipsen Way of Being

We Lead with purpose

We are:

- Inclusive and diverse
- Engaged with communities
- Ethical and compliant
- Dedicated to caring responsibly for our people and the environment
- **Committed to a proactive approach to patient-centricity**

We Own the outcome

We are:

- Focused and performance-driven
- Consistent in promoting single-point accountability
- Passionate about celebrating success
- Prepared to unleash our full potential
- **Committed to excellence in execution**

FOCUS. TOGETHER. FOR PATIENTS & SOCIETY.

We Learn & Share every day

We are:

- Insights-driven
- Responsible for leveraging our collective intelligence
- Dedicated to testing, experimenting & piloting
- Externally focused
- **Committed to becoming data- and science-driven**

We Trust each other

We are:

- Open to feedback
- Ready to speak up
- Listeners
- Respectful
- **Committed to taking responsibility for our words and actions**

We Drive for success

We are:

- Agile and decisive
- Innovative
- Entrepreneurial
- Determined to be partner of choice for all our stakeholders
- **Committed to proactive collaboration**

What should evolve in our culture

What we need to keep:

- Respect and openness
- Being Ethical and compliant
- Collaboration
- Accountability
- Caring for employees, patient and society

What should evolve:

- **Proactive approach** to patient-centricity
- **Commitment to Inclusion & Diversity**
- **Leveraging** our collective intelligence
- **Data & Science driven**
- **Agile & Decisive**
- **Feedback & Speak up culture**
- **Greater Focus**
- **Evolving model of Accountability**
- **Committed to excellence in execution**



Ipsen Way of Being Toolkit for Kick-off

Available
early March

Toolkit items	Details	Format
<ul style="list-style-type: none"> • Exec Summary of Way of Being Evolution 	Why we are evolving our Ipsen Way of being and what is changing	<ul style="list-style-type: none"> • PDF talking points • Video
<ul style="list-style-type: none"> • Summary Slides for each Way of Being Pillar 	2 slides per pillar: <ul style="list-style-type: none"> • What we are moving from → to • Stop/Start/Continue 	<ul style="list-style-type: none"> • PDF presentation
<ul style="list-style-type: none"> • Short video from x5 Facilitators on what we heard during the GLT workshops 	2-3 minutes video montage on what we heard at the GLT workshops	<ul style="list-style-type: none"> • video
<ul style="list-style-type: none"> • Translation to French 	Executive summary translated as well as graphical design	<ul style="list-style-type: none"> • PDF
<ul style="list-style-type: none"> • Workshop to support roll out 	Slide deck including facilitators instruction to support roll out to all employees	<ul style="list-style-type: none"> • Ppt
<ul style="list-style-type: none"> • Graphical Design & templates 	Evolved WOB design as well as banners and posters	<ul style="list-style-type: none"> • Box folder with files
<ul style="list-style-type: none"> • Way of Being Quiz 	Short quiz (5-10 questions) on the new Way of Being to be sent out to local/global teams following WOB overview and discussion	Microsoft Forms

Your role as HR



March – June 2021

Objective	Kick off – Cascade within the organization Directly AND through GLT
Tactics	<ul style="list-style-type: none"> • Feb 9 GLT call • Feb 16 HR call • March 1st – toolkit available • March 4: Ipsen Live – Global roll out
Deliverables	<ul style="list-style-type: none"> • GLT guide – Outcome from the workshops + call to action on specific items • New <i>IPSEN Way of Being</i> toolkit

- **Getting familiar with evolved WOB**
 - Review all available materials
 - Reach out to your HRLT member for greater detail
 - Discuss with your GLT member (where applicable)
- **Support your leader on workshop roll out (cascading down in the organization)**
 - We have until end of June to introduce it to every employee in the organization
 - Help us understand what else would be useful for the roll out
 - Support local translation and adaptations where needed
- **Be our WOB ambassador**
 - Think about what needs to evolve and which behaviors we need to see. More in your organization / function
 - Feedback back to us on regular basis
 - Think what you need to evolve in your day to day work

From 1st of March, specific HR WOB sessions will be organized to review the toolkit, and focus on the workshop

Thank you
Any questions?

