

Global HR community



HR GLOBAL WEBCAST

22nd April, 2021

Today's Agenda

01

Introduction

03

CoE Updates

02

Q&A with Regis about
The HR Organization

04

Zoom on External
Accreditations project &
GPTW Germany

01 Welcome to new comers

France



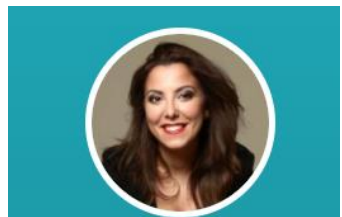
Maria ARROYO
Boulogne
Global Compensation and
Benefits Specialist



Chantal THIERRY
Dreux
Payroll accountant
France



Sylvie Troussiot
Boulogne
Payroll Assistant
France



Imane METOUCHY
Boulogne
Training Officer
Commercial Ops France

APAC



Cecilia Tan
Singapore
HR Manager
Singapore/ASEAN

Germany



Anna NAKAI
Munich
HR administrator
DACH

Switzerland



Inara MACEDO
Zurich
Commercial Business & HR
Specialist
Commercial Operations Germany,
Austria & Switzerland

China



Judy Wang
Tianjin
Senior Manager, Field Force
Training
China

Sunny Huang

Beijing
Senior HR Specialist, Shared
Services Center
China

Apprentice & Interns



Sophie Masseaux
Boulogne
HR generalist
Commercial Ops France



Sarah Rakotomanana
Boulogne
HR Transfo/HRIS intern
Global HR

01 Awards & Recognition



“With patients, customers and colleagues at the heart of everything they do, Ipsen Dublin is an example of the critical importance of people in successfully growing in this industry. Outstanding performance across all indicators.”

Dublin facility – core part of the global operations, strong commitment to R&D, focus on some new initiatives in 2020, responded well to Covid challenges, now in a "growth consolidation phase.”

Congratulations to Ipsen Dublin site certified for the third year in a row!



Health Friendly Company (HFC) award is a two-year recognition for the companies that have distinguished themselves for their commitment to protecting the mental health and physical well-being of their employees.

Congratulations to Ipsen Italy!

glassdoor®

4.0 ★★★★★



Recommend to a friend



Approve of CEO



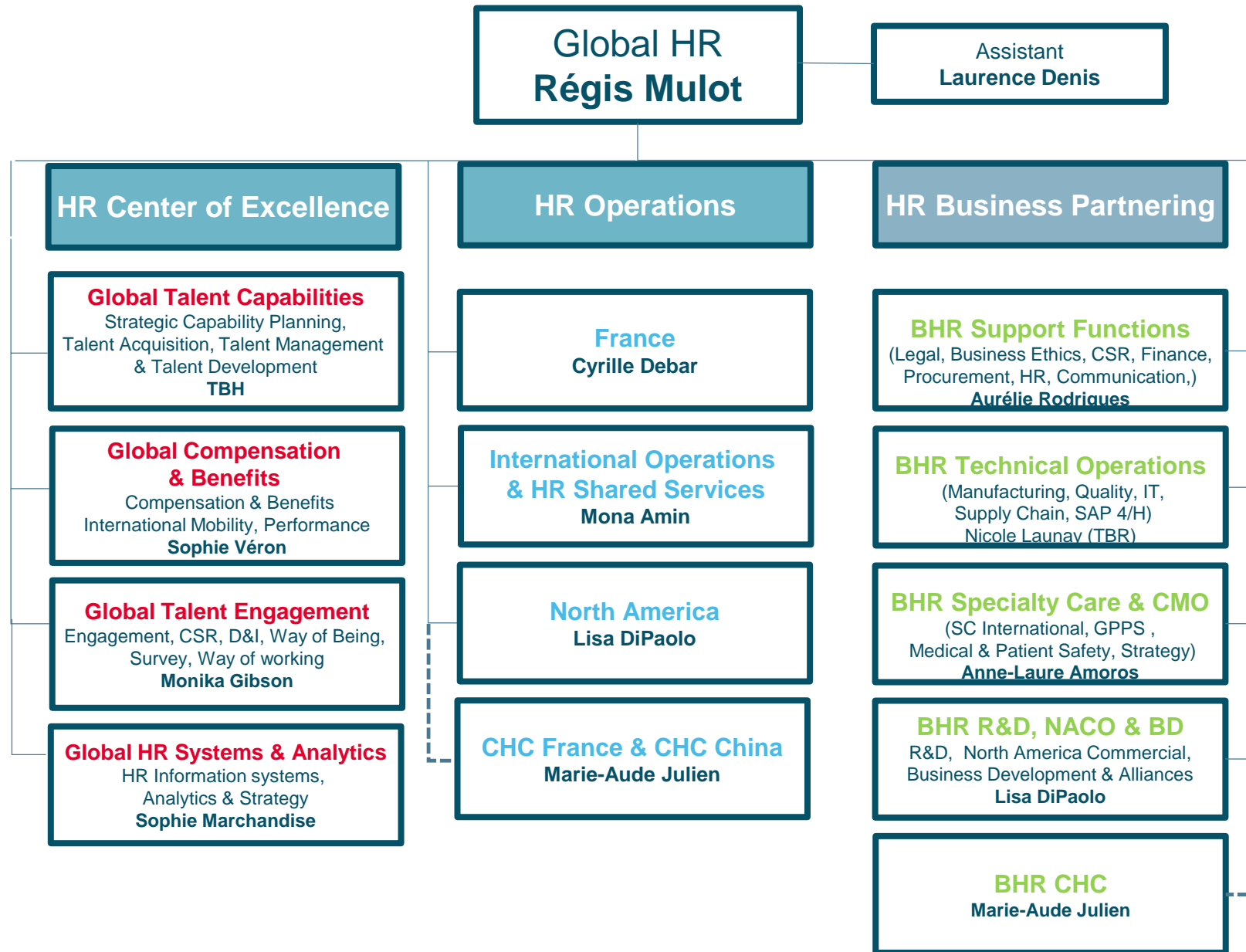
David Loew
44 reviews

**Cf. Glassdoor Q1 2021 REPORT
Let's continue our efforts !**



Q&A with Regis about the HR organization





Introducing our HR Cluster heads



Alessandra BENEVOLO

Southern Europe

(Italy, Spain, Portugal, Greece)



Marcus Voss

BENO & DACH

(Benelux, Nordic, Baltics, Germany, Switzerland)



Anna STRELNIKOVA

Central & Eastern Europe

(Russia, CIS, Central & Eastern Europe)



SORAYA TALOUT

Middle East & Africa

(Emirates, Algeria, Tunisia)



Joanne BRIGGS

UK & Ireland



David NOUET

Asia & Pacific

(SC China, Taiwan, Korea, Singapore, Vietnam, Australia)



Juliana Martinelli

Latin America

(Brazil, Mexico)



Cindy JIN (金莹)

China CHC



CoE updates



A healthcare professional, likely a pharmacist or technician, is shown in profile, wearing a light blue lab coat and a matching hairnet. They are wearing clear safety glasses and are focused on a task in front of them. The background is a brightly lit laboratory or pharmacy setting with various equipment and shelves. A dark blue rectangular box with white corner brackets is overlaid on the left side of the image, containing the text "Global Talent Capabilities".

Global
Talent Capabilities

Current High Potential Model

What are the expectations to be considered as a High Potential?



1

Act as One Ipsen Way of Being Leader

2

Communicate as an authentic leader, charismatic to build connections and influential at all levels of the organisation.

Learn quickly, to challenge in a cooperative and authentic manner to make decisions in a strategic and agile way by turning ideas into actions.

See the big picture, think "enterprise", take the lead, set impactful objectives and drive with others to accelerate in achieving results.

3

Has the aspiration to take on a greater / broader scope of responsibility

Need to review High Potential Model

Current High Po model being recognized to be very much focused on leadership, need to be simplified and re-balanced towards pro-active patient-centricity, excellence in execution and not only inclusive leadership

1. Adapt the current model in line with revised Ipsen Way of Being

2. Notions to be added

- Analytical mindset / ability to generate insights
- Focus / ability to say NO to certain things
- Ability to push the boundaries and shape the environment
- Ability to take calculated risk
- Ability to solve complex problem / critical thinking

3. High Po should have potential still to move two steps ahead according with 2x2x2 model



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**

What we need to keep:

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

Leveraging an existing Model and its tools

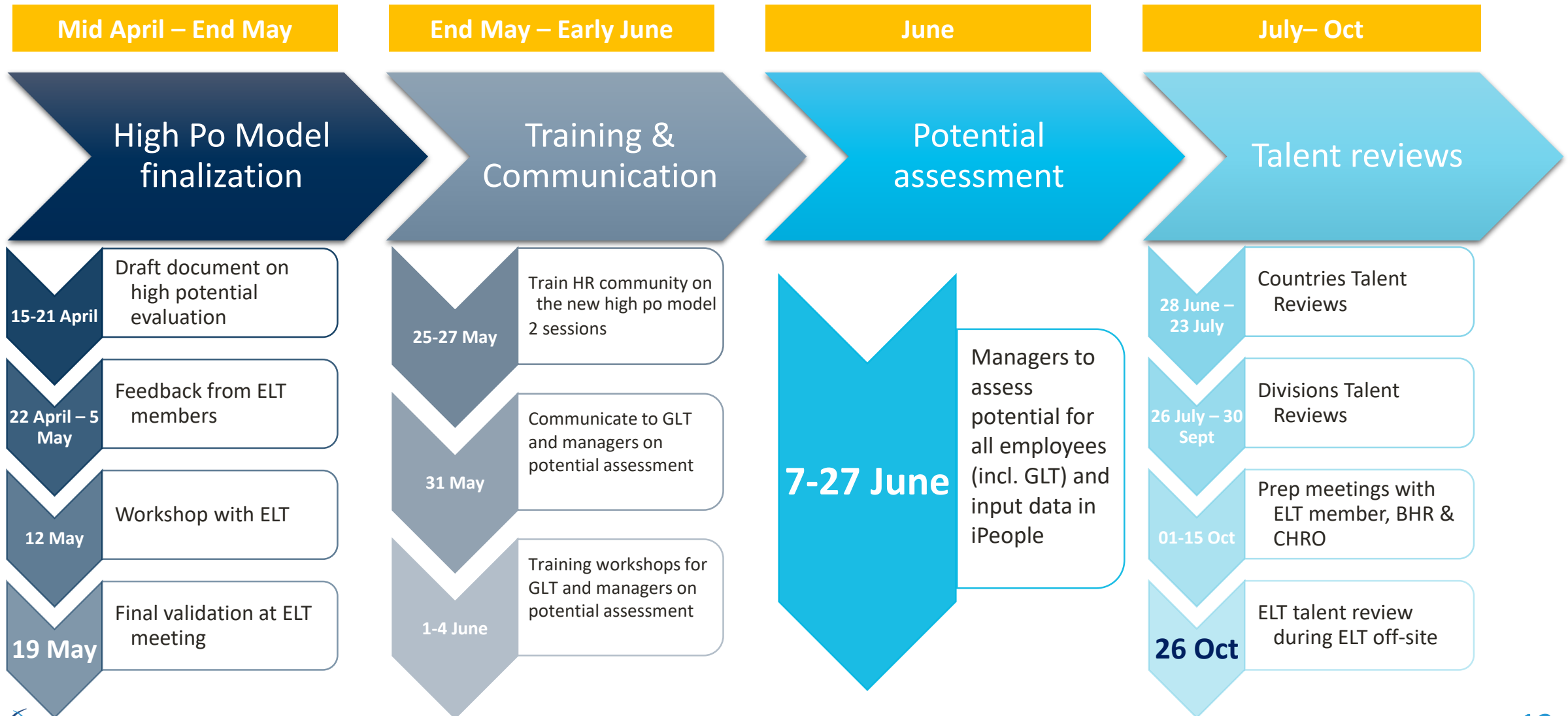
Need to design and build a potential robust assessment process against it

There are several core components in most models of potential including cognitive capabilities, personality variables, learning capability and motivation.

We decided to leverage the Agile Leader Potential Model from Heidrick Consulting :

- **Curiosity** – The world is changing fast; learning is more important than ever before and it is imperative that individuals continually learn, develop and reinvent themselves. Curiosity is a powerful source of growth and change, it helps you broaden your perspective and is a powerful generator of healthy, high-performance thinking.
- **Social Agility** – As an individual takes on more increasing responsibility, the “how” of what you do will be a greater driver of effectiveness than the “what”. Being socially agile will help you view other people more positively, allowing you to manage your emotional energy in a consistent manner, meaning you will be more able to tap into the wide variety of experience and talents of others and less likely to experience frustration and burn-out.
- **Tenacity** - Tenacity is required to maintain commitment and focus through setbacks and adversity to achieve a higher goal. It is correlated with strong performance in many roles, and it is highly correlated with success in increasing levels of leadership.
- **Thinking dexterity** - We are living in a world where there is an abundance of information coming from multiple sources that did not exist five years ago. We are facing increased pressure, new challenges, and the rate of change of the external environment is greater than ever so our ability to process and distil information to make sense of it for ourselves and others is becoming increasingly important.

High Potential assessment & Talent review process



Global Compensation & Benefits





International Mobility Digitization

Joelle GREENWOLD & Elodie LOUISON-FERREIRA

What and Why iMobility?

iMobility is our new **secured** International mobility management platform dedicated to our International Assignees and their HRs.
Name aligned with other integrated HR tools in place at Ipsen

Benefits

Int'l assignees

To raise the Bar and enhance the employee's experience.
To facilitate Int'l moves and family support

BHR and Site HR

To give an immediate access and visibility to our BHRs and Site HR on their employees moves.

Int'l mobility teams

To simplify our global mobility procedures and to ease the management of Int'l mobility vendors via one common tool

A digital platform to provide additional value and to enhance Int'l assignees' experience!

iMobility: Benefits for employees and HRs.

Int'l Assignees' Platform

The Mobility Personal Assistant for an improved employee experience



Time saving

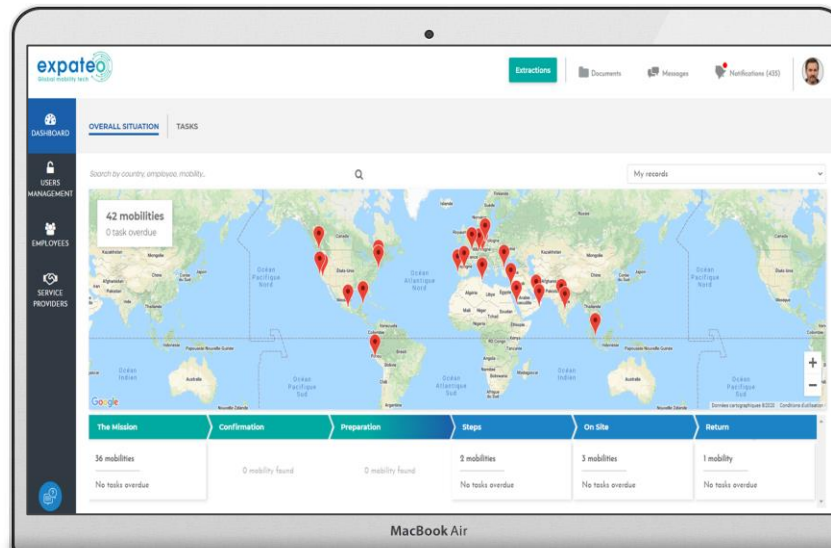
Stress reduction

Secured procedures

- Secured platform to share documents and messages directly with HR and vendors
- All documents & Information centralised
- Access to a tracking tool (progress bar)
- Access to a personalized checklist
- Access User & city guides

HR Platform

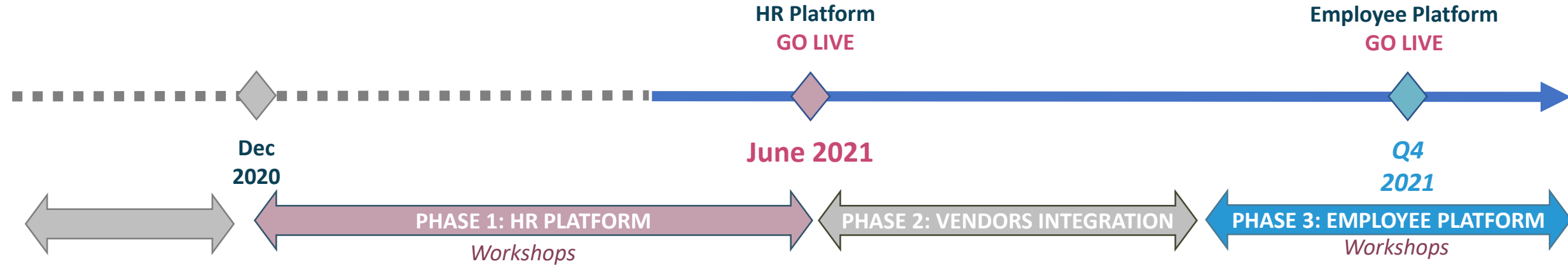
The HR Management tool to drive mobilities efficiently



- Secured platform to share documents and messages directly with Int'l assignees and vendors
- Common tool
- Dashboard and reporting
- Visual management
- Checklist and alerts

iMobility: Key dates

Launch and training key dates



- ✓ RFP
- ✓ Selection of supplier
- ✓ Gather feedback from clients
- ✓ Ensure IT, security, data privacy compliance
- ✓ Signature of contract

- ✓ Name & logo
- ✓ Implement Ipsen processes into iMobility
- ✓ Automatization of our contracts
- ✓ Creation of Ipsen HR profiles
- ✓ SSO & IAM
- ✓ Workshop session to handle the tool

- In progress:
- X Upload of our expats
 - X KPI & Reporting
 - X Communication plan



HR Training key dates:
May 4 – Intl' mobility team
Mid June – HR

ESPP  **2021**

Employee Stock Purchase Plan

 **IPSEN**
Innovation for patient care®

▶ **Participate in Ipsen's growth**
by subscribing online
from 3 to 17 June 2021

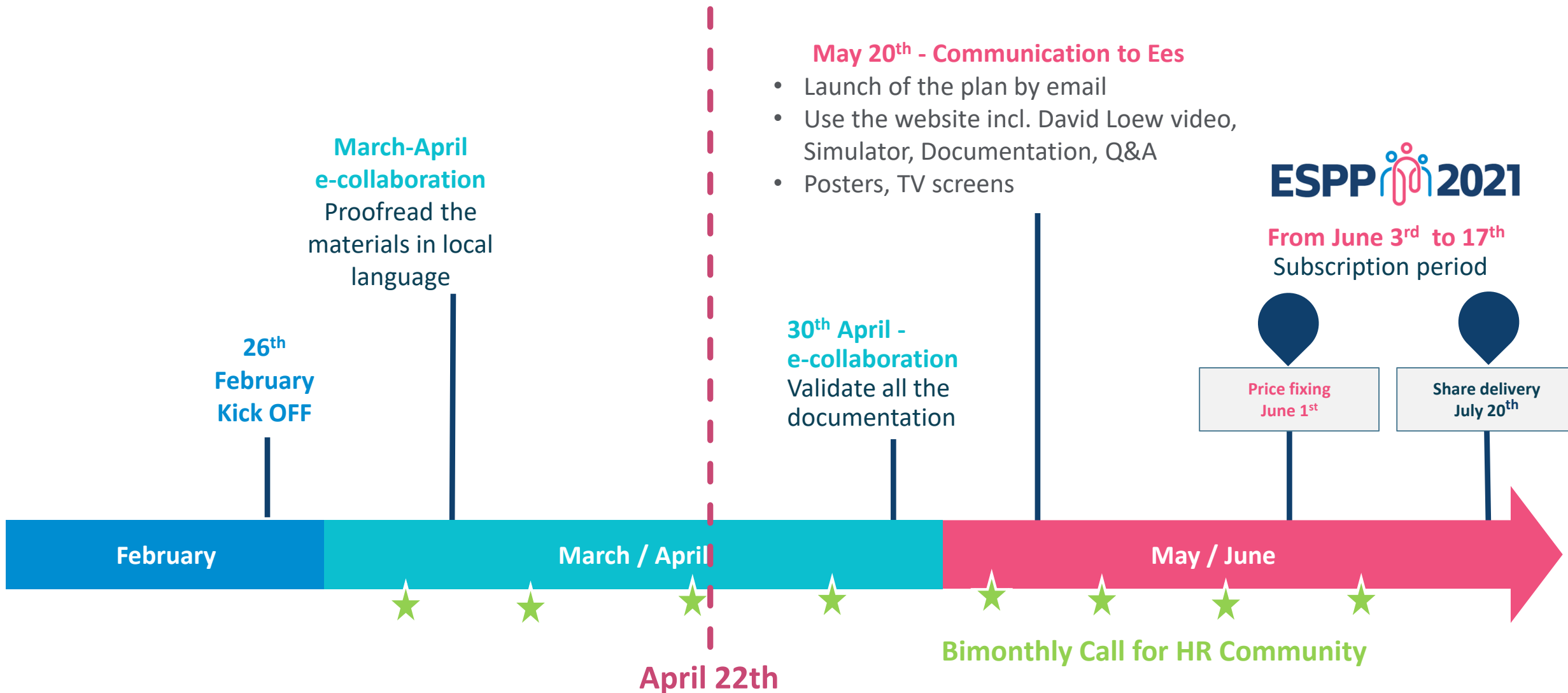


 **IPSEN**
Innovation for patient care

2021 EMPLOYEE STOCK PURCHASE PLAN (ESPP)

Aurélie Sueur-Bagilet

Communication Plan - Key dates



Status of the project for 21 countries

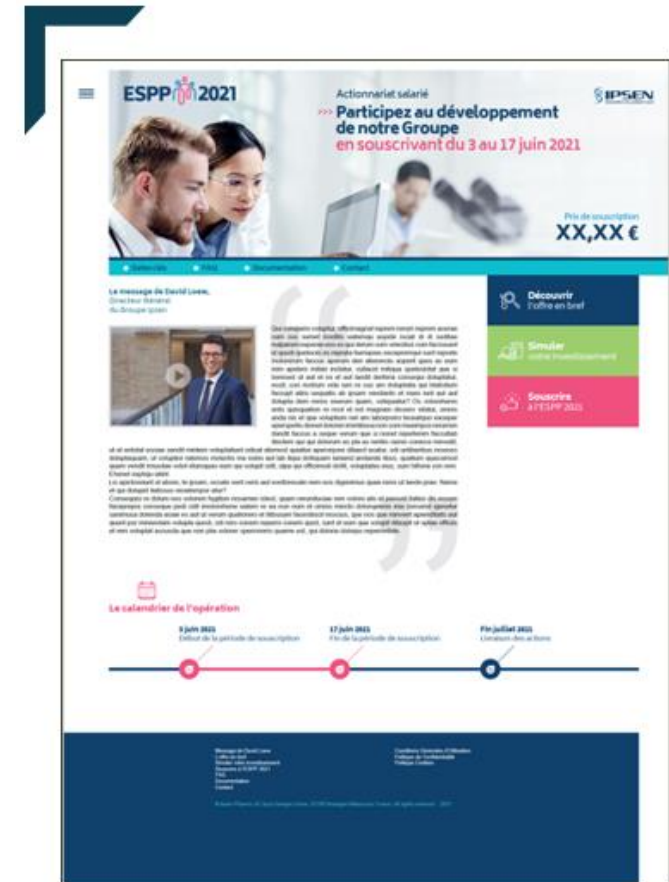


Communication pack	Delivered in local language – Ecollaboration platform
Brochures	✓
Emails	✓
Website for Employees	✓
Posters	April 19th
Subtitles on the video	April 26th

- Local lawyer get in touch with the local HR
- Means of payment have been determined by each country
- Eligible employees determined based on iPeople

Get ready to finalize the dedicated website

A dedicated website for employees in local language





Global Talent Engagement



TE at a glance



Ipsen Way of being: Rollout status

Time to plan your WOB sessions!



- **March 1st – toolkit available for GLT**
- **March 4: Ipsen Live**
- **March 8: Global rollout**
- **HR Onboarding sessions (x3)**

End of april – All WOB sessions must be scheduled

Run employees sessions WW



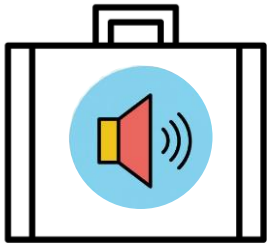
Adapt our global HR Programs, documents & tools



Ipsen Way of Being Rollout

3 kits available in Box and supporting tools

WOB Rollout kit



Everything you need to run the sessions

WOB Full Graphics kit



Graphics to change and adapt locally

WOB Light Graphics kit



To adapt and give access to employees



*Replay
HR onboarding session
Available*



*Teams group to share
rollout info and ask
questions*



*Forms to adapt for your
country and add Marjorie
as a collaborator to share
stats*



*Request your personal
access on IAM*

Ipsen Way of Being: What's next?

Living our Ipsen Way of Being culture



Gathering feedback from the WOB session

Listen to employee feedback and identify what's needed in terms of tools to support our Culture change.



Develop WOB in greater details

Go deeper in explanations and translation of the WOB in our HR processes and programs (High Potential model, iPerform, Leadership Pathway)



Grow Employee Soft skills

Support our Culture change by providing soft skills learning playlists in line with our WOB.

A woman with long dark hair, wearing a teal top, is seated at a desk in an office. She is looking towards a large computer monitor on the right. The monitor displays a software interface with various data points and charts. A semi-transparent grey box is overlaid on the right side of the monitor, containing the text 'Global HR systems & Analytics' in white. The background shows office blinds and a desk with various items like a pen holder and a calculator.

Global HR systems & Analytics

HR @Ipsen: a training offer that is expanding with new e-learnings and a full HR Tools Training path

At onboarding time

2*2 hrs General introduction to HR at Ipsen

Any HR joiner

- Vision, Strategic projects
- Frameworks for TM, TA, C&B,...
- HR Tools, with a specific introduction to iPeople
- Collaborative principles for HR

Assignment of iPeople e-learning modules

Assigned, depending on role

At any time

HR Tools Play-List

New!

HR Insider

HR Community Box

Any HR staff member

The screenshot shows the iLearn platform interface. At the top, there is a header with the iLearn logo and the tagline "WE SHARE AND LEARN EVERY DAY". Below the header, a search bar contains the text "HR Tools". Underneath the search bar, there is a section titled "Suggested: For your profile". The first suggestion is a playlist titled "HR Tools for HR" created by Admin Global, which is highlighted with a yellow box. Other suggestions include "iPeople Training Path - Recruiting Basic" and "HR Insights - DataViz".

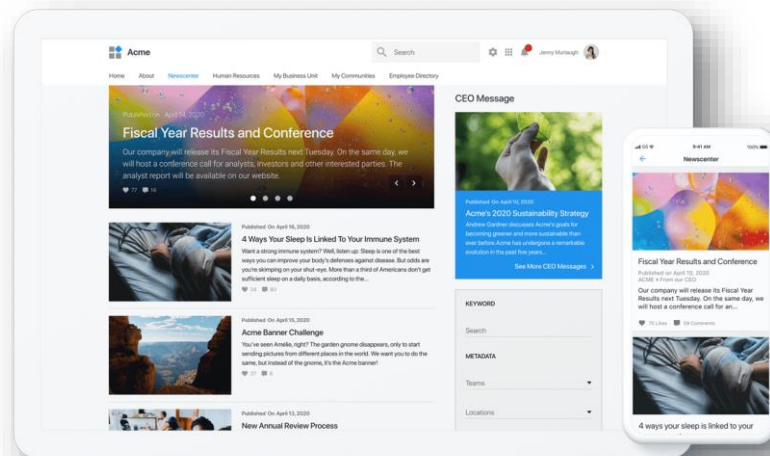
Global Intranet revamp project:

Easy-to-use and with powerful new features answering every identified contributor's pain points

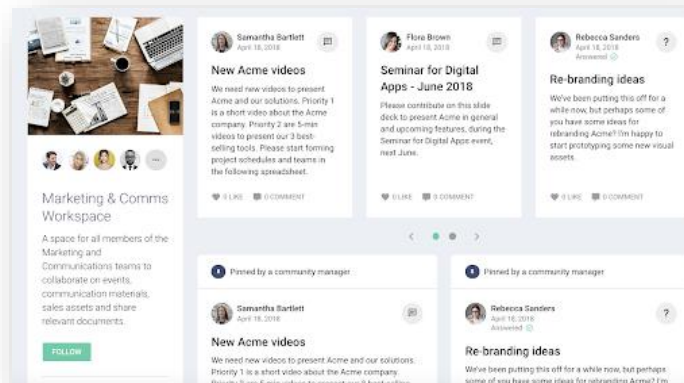
Creating a real digital workplace
Improving UX

Targeting the right audiences &
boost collaboration in
communities

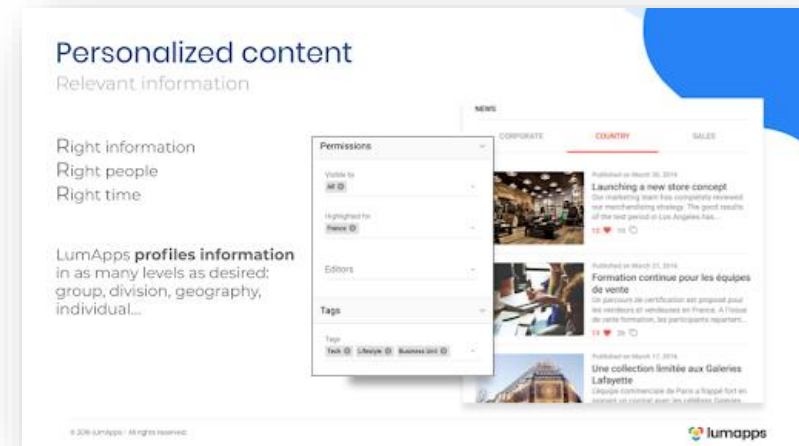
Facilitating contribution
on cold & hot content



Full integration of news feed on profile, global and business apps creating a collaborative portal for each employee, anywhere anytime



Better target our audiences and engage more our communities around strategic matter.



Ready to use template & Easy administration for non com experts. Customization possible through a widgets library.

Global Intranet revamp project: Roadmap



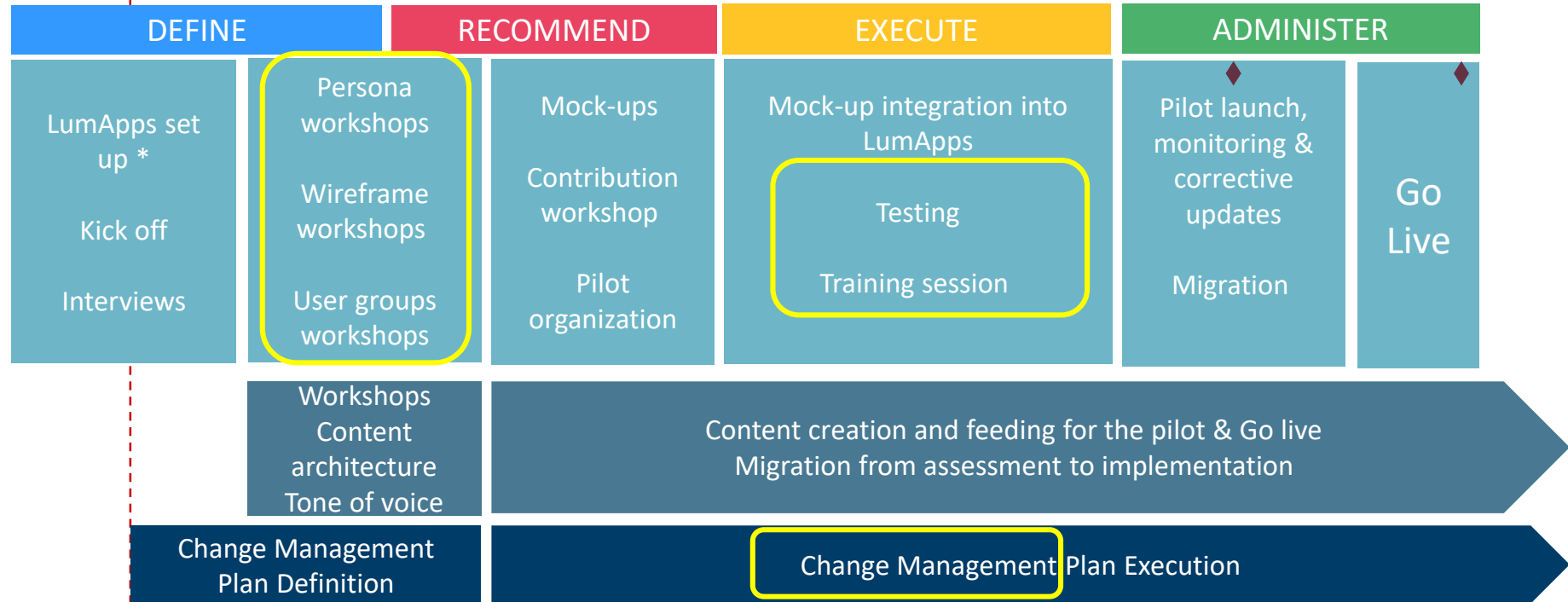
Assessments
Site* & population mapping
Introduction meetings*



Marjorie Vincenti
Global Project HR liaison
Accountable for Global HR content

Local HR liaison with local Coms

* Done



Digital learning program

We aim to grow our digital skills at all levels of the organization

Employee digital capabilities

Grow staff's digital skillset through formal training, customized to individual employees needs & preferences

ELT digital capabilities

Provide ELT with both educational content on key digital topics in pharma & external perspectives on digital transformation, to foster digital leadership

Ipsen learning model

70

learning by doing

20

learning through others

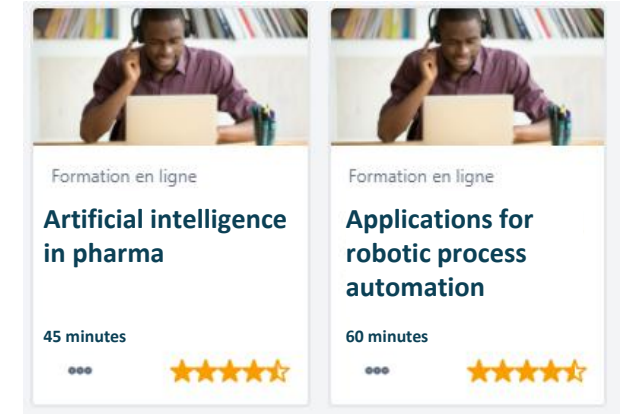
10

learning by training

The Digital Learning Program will provide all employees with a digital knowledge backbone, complementing other ongoing initiatives

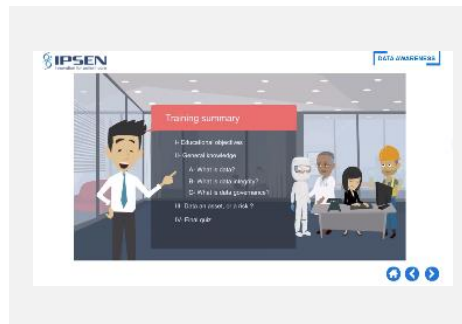
Digital learning program

- **Catalog of courses** to cover different needs from awareness videos to certificate trainings
- **Educational content** on digital hot topics embedded into our LMS
- **Partner with academic institutions** to provide employees with access to qualifying programs
- **First wave of content over H1 2021**



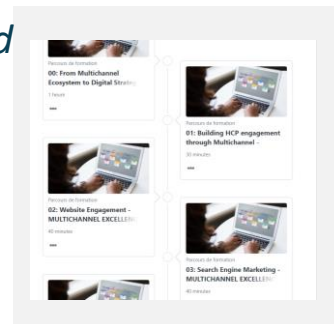
Existing Content - Data management

- **Set of videos** covering:
 - Types of data
 - Data governance
 - Data use cases

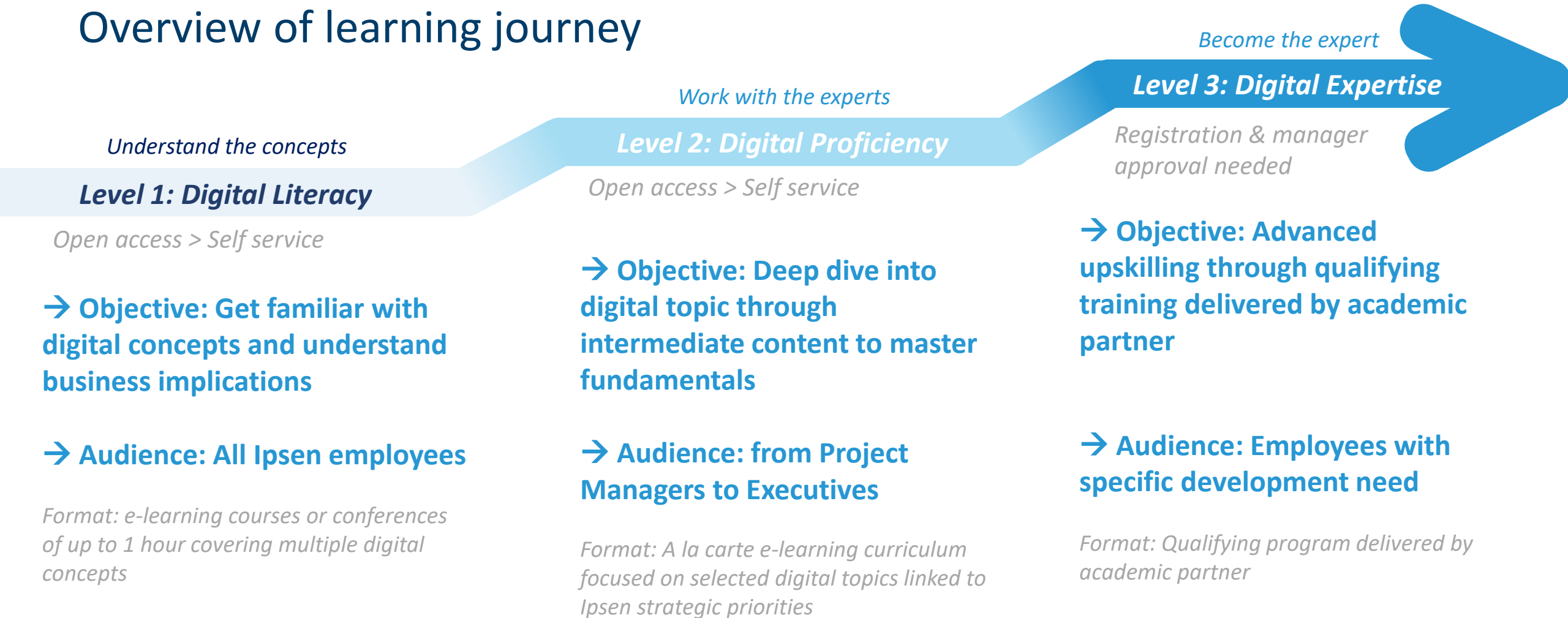


Existing content - Multichannel excellence

- **10+ online courses** for marketing and medical teams to address the right message, to the right customer, at the right moment, with the right channel



Focus on Digital Learning Program for employees – Overview of learning journey



Focus on Digital Learning Program for employees – Proposed content



Data & advanced analytics

- Data science for healthcare
- Data visualization
- Data architecture
- Data quality
- Etc.



Digital solutions

- Digital product management
- Digital health
- Digital marketing principles
- Digital manufacturing & design
- Etc.



Automation & artificial intelligence

- Artificial intelligence in pharma
- Applications for robotic process automation
- Connected devices
- Blockchain concepts & use cases
- Etc.



Digital methodologies

- Agile project management
- Design thinking
- Growth hacking
- Hackathon
- Digital innovation day
- Etc.

Selection criteria

- 1/ Content in line with asset/functional priorities
- 2/ Covering digital capabilities needed to succeed and/or avoid capability obsolescence



HR Zoom on



- **External Accreditations project/** Alessandra, Nafsika & Aurelie S.
- **GPTW Journey – Germany /**Yasmine



External Accreditations Global Project

Alessandra Benevolo, Nafsika Tzioridou & Aurélie Sueur-Bagilet

Project Scope

WHY	To impact Ipsen’s branding and ability to develop, retain and attract Talented People, because “Organizations don’t perform, People Do”
WHAT	<ol style="list-style-type: none"> 1. To build a cohesive sustainable vision and plan on external certifications which can be deployed across Ipsen; 2. To align the external accreditations plan to Ipsen’s long term goals and to a larger Ipsen’s Brand strategy
HOW	<ol style="list-style-type: none"> a) To leverage what exists b) To achieve Quick Wins in 1st year - 2021 c) To identify global accreditations to align on & eligible/voluntary countries d) To provide HR leaders reference guides and support team which can enable a focused approach to this investment made at a country level, including a communication indications for local certifications
WHEN	2021 - 2024
WHERE	countries and functions

Project Strategy : 4 focus areas we want to be recognized for

HEALTH



Aurelie S.

ENVIRONMENT



Alessandra B.

DIVERSITY



Aline S. /Conna A.

PLACE TO WORK

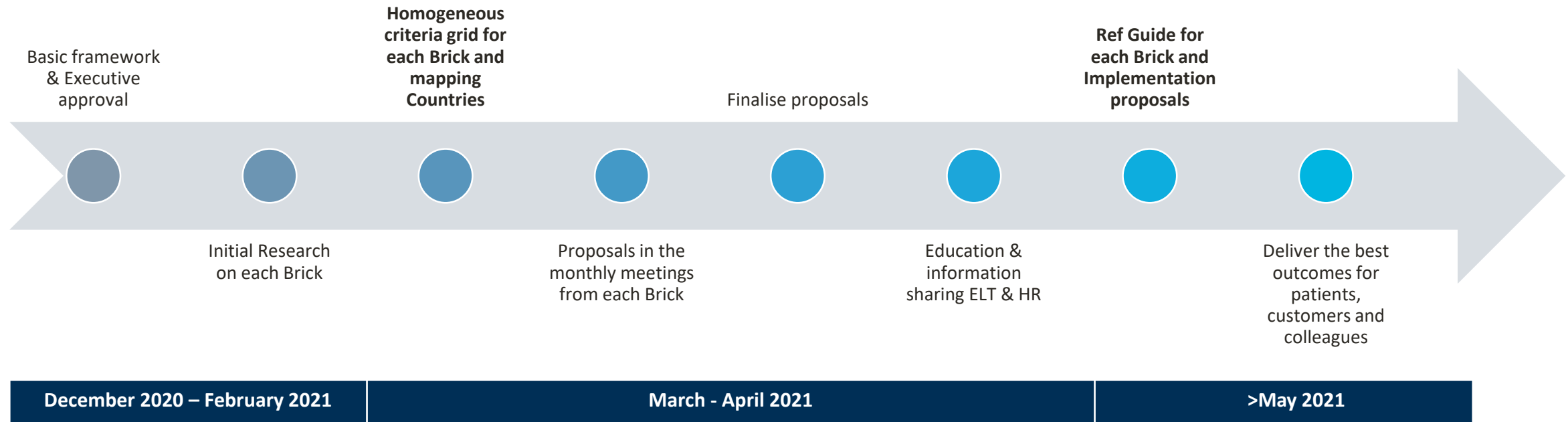


Nafsika T.

COMMUNICATION STRATEGY

INTERNAL: Project Communication Plan
EXTERNAL: Social Media Guidelines

Project key steps*



ENVIRONMENT brick - Alessandra

TECH.OPS. - EHS

Group indication on:

- ✓ carbon footprint reduction / carbon rejection
- ✓ water use reduction
- ✓ waste management

- ✓ Reduction of greenhouse gas emissions (tCO2e/m2)
- ✓ Reduction of water consumption (m3/m2)
- ✓ Reduction of process waste (tonnes/m2)

ACTIVITIES

ISO for productive sites

BUDGET allocation

Depending on the activity

TIMING implementation

Depending on the activity



CRITERIA & MAPPING

Activities in office sites

mapping run by HR Comm. in 2021
(in 6 office sites:
paperless
plastic reduction
green building/eco-green offices
climate partner/reduction of CO2
employees educational program
recycling materials
reforestation campaign)

2021 KPI to certify

TBD

2021 ACTIVITIES

Scouting of the market

to find companies that certify countries/clusters that have one KPI/more KPIs as best in class for ENVIRONMENT care

(in absence of providers, stressing the point into Place to Work surveys)

DIVERSITY brick – Aline/Conna

HR – D&I

Group indication on:

- ✓ «Ipsen as an employer that has a reputation for D&I»

- ✓ Gender balance in Global Leadership Team (%)
- ✓ Diversity of nationalities in Global Leadership Team (%)

ACTIVITIES

Workforce
Workplace
Reputation in marketplace

BUDGET allocation

Depending on the activity

TIMING implementation

Depending on the activity

CRITERIA & MAPPING

Activities in office sites

mapping run by HR Comm. in 2021
(in 6 office sites:
membership in local Inclusion Association
support local gender initiatives
gender equity certifications
best workplace for women
appointment of D&I Champion
increase of gender balance in local LT
intl. Women's Day 2021 – Awareness Camp.
community day
awareness action for people of color
support elderly people during pandemic

2021 KPI to certify

TBD

2021 ACTIVITIES

Scouting of market

1. to find companies that certify countries/clusters that have one KPI/more KPIs as best in class for DIVERSITY care
2. to value parameters of the companies that certify

Look to measure/certify Group in 2022/2023

(in absence of providers, stressing the point into Place to Work surveys) **PAGE 43**



HEALTH brick - Aurelie

HR – Comp & Ben Global Min Standards:

- ✓ Healthcare
- ✓ Life insurance
- ✓ Retirement
- ✓ Maternity/Paternity
- ✓ ESP (Employees Support Program) in place

- Take care of Ipsen employees during their professional life
- Develop in our Benefits an inclusive and innovative framework

2021 ACTIVITIES

1. Employees Support Program: to implement it in the countries that have not yet deploy with a global contract (currently Mental Health is part of this program)
2. Global Minimum Standard: provide new affiliates with it

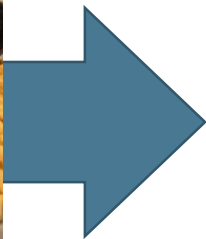
BUDGET allocation

2021: Global
from 2022: Local

TIMING implementation

Global Agreement will be operative from April 2021

The provider is:
Workplace Options



CRITERIA & MAPPING

Employees Support Program:

mapping run by C&B in 2020:
67% have access
37% not have access yet

2021 KPI to certify

Employees Support Program

2021 ACTIVITIES

Scouting of the market

to find companies that certify countries/clusters that have an Employees Support Program as best in class for HEALTH care

(in absence of providers, stressing the point into Place to Work surveys)

PLACE TO WORK brick – Nafsika

HR – Ops.Int.

Group indication on:

- ✓ Best Place to Work

- ✓ Great Place to Work / Best Workplaces
- ✓ Top Employer
- ✓ 3° one

(the countries decide what it is the most significant for them)

2021 ACTIVITIES

2 waves : launch of surveys

BUDGET allocation

2021: Local

from 2022: Global Agreement

TIMING implementation

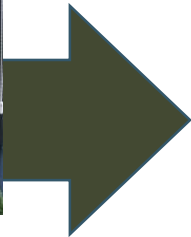
S1'21:

Czech Rep., Greece, Hungary, Italy, Romania, Slovakia, Sweden, US

S2'21:

Belgium, Netherlands, Poland, UK, Ukraine, Mexico

NEW FORMAT TO GIVE SUPPORT TO THE COUNTRIES



CRITERIA & MAPPING

Certifications of «ideal» place to work

Mapping run by Greece SHR in 2020:
12 active certifications

List of potential countries to run the process in 2021 on the base of 2 criteria:
HC = not big
EI = very high



2021 KPI to certify

S1: 1° wave
S2: 2° wave



2024 KPI to certify

> 75%

2021 ACTIVITIES

Scouting of the market
to select the 2 best providers



Great Place to Work



Top Employer*

Great Place to Work® is the recommended provider for new countries

* Russia, Kazakhstan (2021 certified)



** Algeria, Tunisia (2021 certified)

*** US (all excluding TechOps) June 2021

Plan for 2021



Countries and sites that have already run the survey in the past and will run it again in 2021:



Greece



Italy



Mexico



Netherlands



Sweden



UK (Bath Road,
Milton Park,
Wrexam)



Russia



Algeria



Tunisia

NEW COUNTRIES



Wave 1 (S1'21)



Czech Republic



Hungary



Romania



Slovakia



US

Wave 2 (S2'21)



Belgium



Lithuania



Poland



Ukraine

Focus on Great Place to Work® Survey Scope

Inform our teams on what is needed (data, process) in order to apply for:

- Great Place to Work® certification
- Best Workplaces® list

Support the countries which are interested in applying for the Great Place to Work® certification by providing:

- Ready Information to be used in questionnaires
- Best practices to roll out the survey

Target on **more certified countries in 2021** and getting closer to our common goal of having Best place to work certification in >75% of countries by 2024.



What I can offer to the next country which will decide to run the survey?



A toolkit with:

Content ready to use

For Brief culture audit:

- ✓ Corporate info needed

For the culture audit:

- ✓ All corporate actions that can be included as part of our practices (ie LTI, STI, Mentoring program, iLearn, HR Onboarding, yammer, etc)

For reference:

- ✓ Culture Audits that have already been submitted by other countries
- ✓ The questions of the survey

Communication Plan

For internal communication:

- ✓ Template e-mail to engage employees prior the survey
- ✓ Template e-mail to announce the certification to employees

For external communication:

- ✓ Global LinkedIn post (geotargeted)
- ✓ Global Instagram post
- ✓ Update Ipsen.com and social media pages
- ✓ Update local web sites

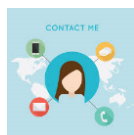
Best Practice sharing and recommendations by other countries on “how” to run the process and what are the **success factors** which led them to the certification

Loading...



Work In Progress

A global contract with Great Place to Work® will be in place in 2022



Reach out to me for any questions, clarifications, support or need you may have!
Nafsika Tzioridou _Project Lead for “Place to Work Brick”



The Great Place to Work Journey

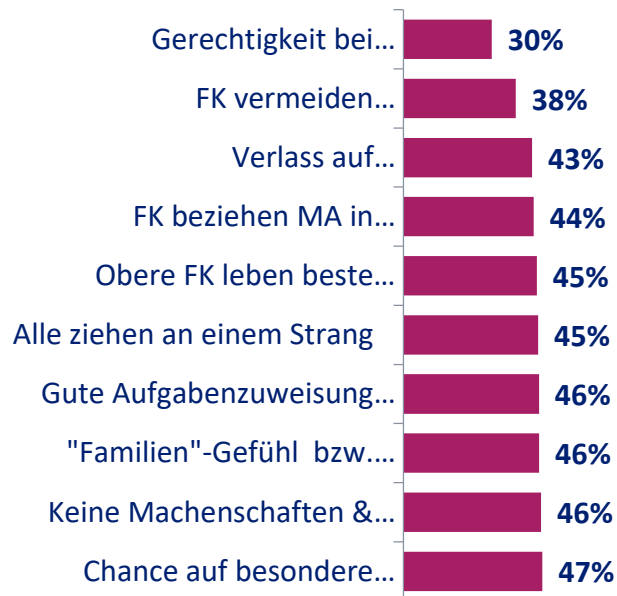
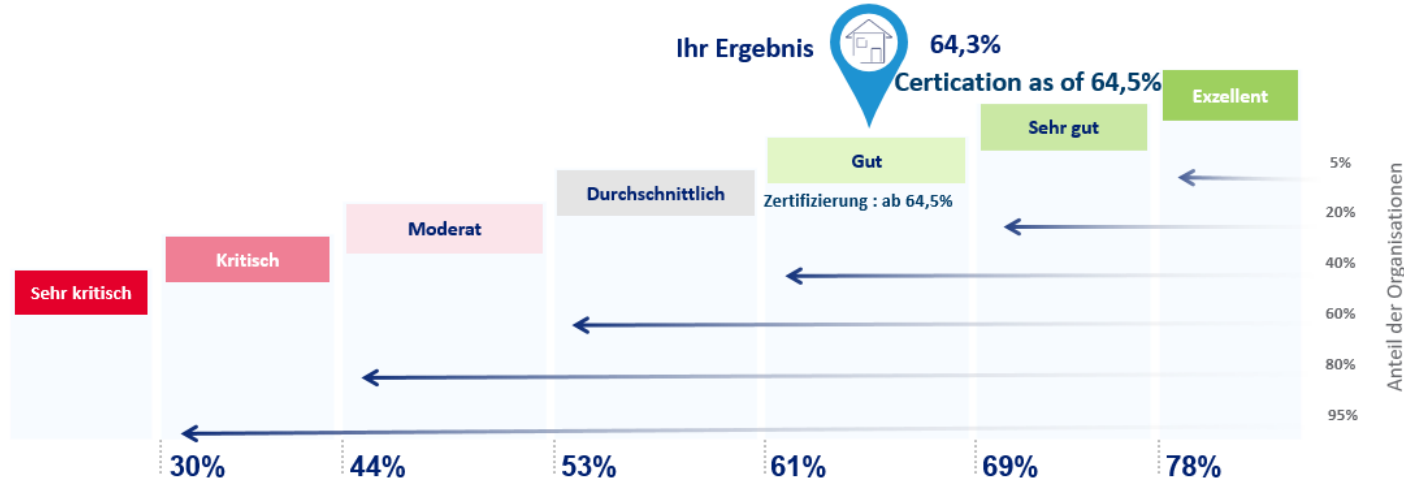
Behind the scenes with Ipsen Germany



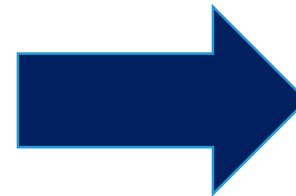
Ihre Ergebnisse im Marktvergleich

Die Ergebnisse des Marktes werden in 7 Stufen gezeigt.

Die Trust Index® Vergleichswerte* werden anhand des Ergebnisniveaus in 7 Stufen aufsteigend gruppiert und reichen von „Sehr kritisch“ bis „Exzellent“. „Durchschnittlich“ bezeichnet die Mitte des Marktes. In blau dargestellt ist jeweils der Schwellenwert für das Erreichen der nächsthöheren Stufe.



IPSEN PHARMA Deutschland



Key focus areas:

- Collaboration
- Leadership
- Neutrality

Key focus areas



1. KulTour Workshops LT (2021 und 2022)

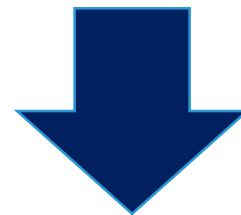
- Leadership Excellence
- GPTW Feedback

2. KulTour Workshops with all employees

1. **Collaboration**
 - a) Ipsen Way of Being
 - b) GPTW Feedback
2. **Leadership**
 - a) Focus on First line leaders (LEX)
3. **Neutrality**
 - a. Part of D&I workshops

3. Plenty of other KulTour activities

- a. **As part of CSR working group (Collaboration)**
 - a. Fire side chats
 - b. Walk and talk meetings
 - c. And others....
- b. **With workers council & communications department (Neutrality)**
 - a. Candidate selection process (internal vs external)
 - b. Announcements/postings....
- c. **Together with our field trainers (Leadership)**
 - a. Leadership Skill pills
 - b. Coaching Corner
 - c. First time leaders
 - d. And so on....



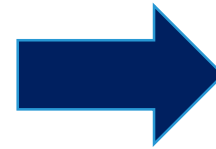
Get certified in June 2022

Summary



Ihre Ergebnisse im Marktvergleich Die Ergebnisse des Marktes werden in 7 Stufen gezeigt.

Die Trust Index® Vergleichswerte* werden anhand des Ergebnisses in 7 Stufen aufsteigend gruppiert und reichen von „Sehr kritisch“ bis „Exzellente“. „Durchschnittlich“ bezeichnet die Mitte des Marktes. In blau dargestellt ist jeweils der Schwellenwert für das Erreichen der nächsthöheren Stufe.



KulTour

Learning from “mistakes” or being not successful:

DACH has not been certified at GPTW

- We identified the key drivers
- We defined Strategy and Action plan
- We will become even better

So, my advices will be :

- It is important to try it , don't be afraid to fail
- In case you are afraid to fail, nothing will change
- Take reasonable risks
- Make it better the second time

Thank you
Any questions?

