

**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



Global HR Webcast

July, 6th 2021

Agenda

01 Introduction

- Welcome to new comers
- Awards & Recognition
- Introduction from Regis Mulot

03 Zoom on Ipsen Poland: New office opening & New ways of working

02 CoE updates

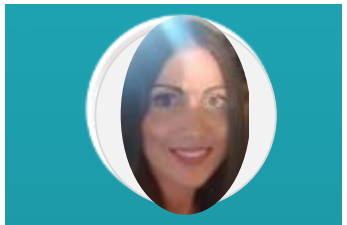
- Talent Capabilities
- Talent Engagement
- C&B
- Global HR Systems & Analytics

Welcome to new comers

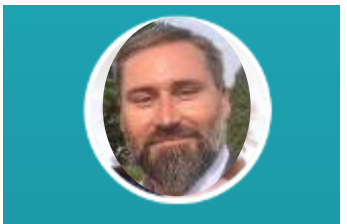
UK-IR



Alison Mac Donald
Milton park
**HR Business
Partner, Milton Park
and Bath Road**

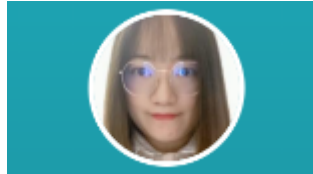


Amy Winston-Roberts
Wrexham
HR Director, Wrexham

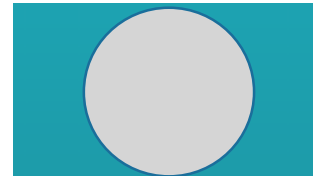


Romain Levi
Bath Road
**Head of Global
Compensation**

China



Rachel Jin
Beijing
**Senior HR Specialist,
Shared Services Center
CHC operations**



Stevie Chen
Shanghai
**Senior Manager, HR
Business Partner
China Specialty Care**

Taipei



Janice Lin
Taipei
**HR Manager,
Taiwan/Hong
Kong/Macau Cluster**

North America



Erin Quinn
Cambridge
**Associate Director,
Compensation and
Benefits, North America**



James Kenney
Cambridge
**Associate Director Talent
Acquisition , North America**



Samantha Fowler
Mississauga
HR intern Canada

Germany



Anna Flister
Munich
**HR Generalist
Ipsen Dach**

Awards & Recognition



Place to Work Active Accreditations

2021



2 countries/sites



11 countries/sites



1 country



2 countries





BOOST
culture of collaboration
& excellence

Introduction from Régis Mulot, CHRO

Our H1 Achievements

We deliver on our commitments! Congrats to all!



Assess Potential



Absence Management for Tunisia & Netherlands



Great Place To Work Global strategy



Digitization of LTI grant campaigns



Hired our 1st employee in Japan





CoE updates

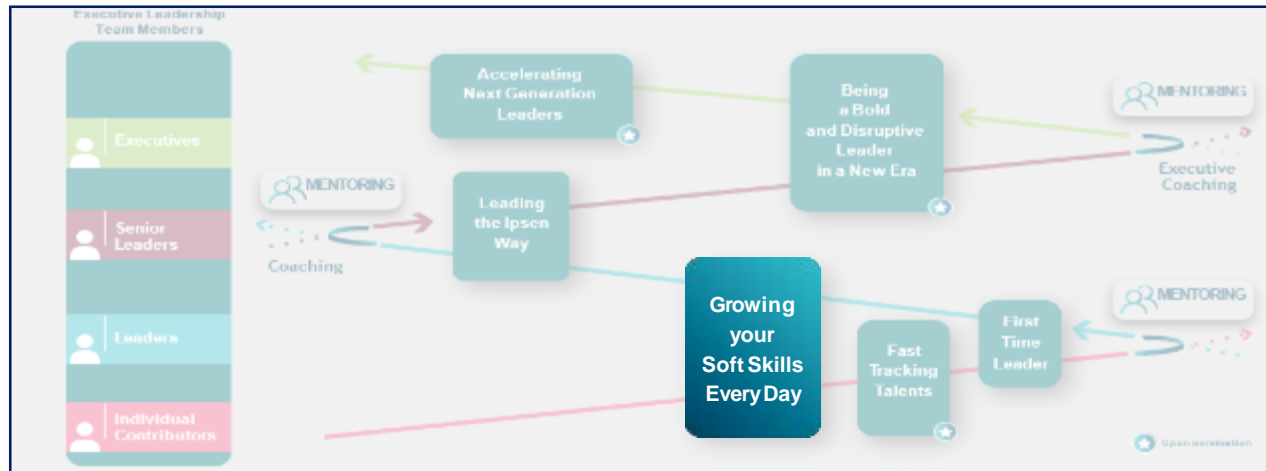


A healthcare professional, likely a pharmacist or technician, is shown in profile, wearing a light blue lab coat and a matching hairnet. They are wearing safety glasses and are focused on a task, possibly preparing medication. The background is a blurred laboratory or pharmacy setting with shelves and equipment. A dark blue rectangular overlay is positioned in the upper left corner, containing the text "Global Talent Capabilities" in white, flanked by white L-shaped corner brackets.

Global
Talent Capabilities

Growing your soft skills

Program launched in 2019



Key features

- **Digital self-service offer** free for all
- **Short videos/courses/paths** accessible through iLearn, to support Ipsen initiatives roll out (D&I, Hybrid Work model, Ipsen Way of being ...), as pre read, post read or for tips and tricks
- **Multiple languages** English, French, Spanish, German, Italy, Russia, China

Findings after 2 years deployment

- **Positives results of survey** (users and HR feedback) - Content useful, format appropriate, playlists pushed on a monthly basis appreciated
- **Offer too limited in terms of courses & learning topics variety** with current provider Skill Pill
- **Program positioning confirmed** but need to improve the offer/content

Decision to move to LinkedIn Learning for better content quality and wider offer

Leverage LinkedIn learning

Content and playlists preparation to boost a Culture of collaboration & excellence



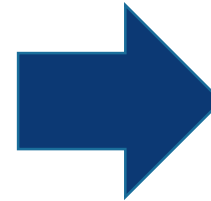
Global HR needs

- Hybrid Work
- Ipsen Way of Being
- Coaching /Mentoring
- Leading within the Matrix
- Leading the Ipsen Way
- Fast Tracking Talents
- First Time Leaders



Business needs

- EHS/Well Being
- Marketing Excellence
- Brand Planning
- Multi Channel Engagement
- Development Planning
- Account Management/ Account Planning
- Virtual Customer Engagement
- Lean Six Sigma
-



- **LAUNCH** of the Hybrid Work playlist (LinkedIn Learning) on September 1st
- **Time to plan your local roll out**, communication pack will be provided
- **Keep Skill Pill until december 2021 for smooth transition** and allow to cover Russia & Italy (no translated version in LinkedIn learning)

For 2022, subscription to Skill Pill for Russia and Italy (400 licences – 2 languages) + LinkedIn subscription

New languages with LinkedIn Learning: English, French, Spanish, German, Japanese, simplified Mandarin and Brazilian Portuguese



Global Talent Engagement



Inclusion survey

Purpose

Understand our employees' experience of inclusion

Audience

All Ipsen employees outside of North America

Not just for those who don't feel included!

Rules

Voluntary
Confidential

Confidentiality threshold set at 10 responses

Outcome

Aggregated results to be shared with core survey team

Outcome and action plan to be shared with the business

9th July:

Explanatory slides and videos available in English

16th July

Email to "All Ipsen" announcing survey (R Mulot / D Laymand)

19th July

Survey opens
Email from Glint to all participants

21st July

Ipsen Planet Article reminder

23rd / 29th July

Reminder emails from Glint

01st August

Survey closes

Ipsen way of Engagement

On going journey to explore further opportunities to listen and hear our people

Focus on our PEOPLE

**FOCUS.
TOGETHER.
FOR PATIENTS
& SOCIETY.**

- On board new engagement solution (Glint) into Ipsen
- Managers' led employee engagement
- Embed feedback from Straight talks with ELTs
- Use Q&A platforms to generate confidence and drive appetite for greater involvement



Employee Experience

Inclusion & Diversity

Ipsen Engagement

Ask me anything

Other pulse surveys



BRING

the full potential of our innovative medicines to patients

Bring new solutions and ways of working

Utilize the full potential of our people & tools available



BUILD

a high-value sustainable pipeline

Building trust & confidence

Into our Engagement strategy and tools we use



DELIVER

efficiencies to enable targeted investment & growth

Deliver instant feedback & improve listening and actioning

Deliver superior employee experience

Deliver to our CSR ambition to have over 75% of recognized affiliates



BOOST

culture of collaboration & excellence

Boost with pulse surveys!

Adapt where appropriate

Engagement & Employee Experience Calendar

High Level Plan

DRAFT

	2021							2022							2023														
Areas	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	S	O	N
Employee Experience				*																								*	
Inclusion / Demographic		*																										*	
Ipsen Engagement				*																							*		
Ask anything																													

Annotations:

- Employee Experience:** Pilot set up with new platform No manager access (spanning 2021 S to 2022 M)
- Inclusion / Demographic:** We will define later, if we do this inclusion survey Together with Employee experience (spanning 2022 J to 2023 J)
- Ipsen Engagement:** Action Taking (spanning 2022 J to 2023 J)
- Ask anything:** Always on! Launching only after Ipsen engagement survey, suggesting January (spanning 2022 J to 2023 J)

*date TBC– Ipsen Engagement survey, including Employee experience

*19th till 30th of July – Inclusion Survey

* Combined survey in the end of 2023 and refining our approach, if possible

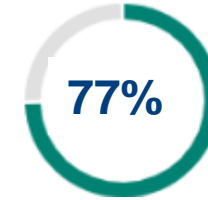
Ipsen Way of Being - Global Rollout key figures & learnings

130+ sessions
organized worldwide



95 %

of Ipsen employees have
already been **onboarded**



of Ipsen employees
confirm they
**understand and they
can explain it to a
colleague after 1
session**



First global outcomes raised by our people:



- Further development of the **feedback** and **speak-up** culture
- Boost a culture of cross-functional **collaboration** (breaking silos)
- Need for **Focus** and prioritization
- Clear model of **Accountability**
- Better Take **Patient needs** into account
- **Celebrate success** & Recognize our people
- Improve **Knowledge and Best practices sharing**
- Simplify our processes for greater **Agility**
- **Room for error** & be able to learn from mistakes

Global Compensation & Benefits



2021 ESPP OVERVIEW

3rd Plan at Ipsen (2016, 2018, 2021) – One Global Plan

□ Goals :

- Foster One Ipsen
- Provide the opportunity to as many Ipsen employees as practically manageable to acquire Ipsen shares
- Further develop a culture of inclusiveness and commitment
- Align employees with shareholders' interest
- Provide competitive total rewards package

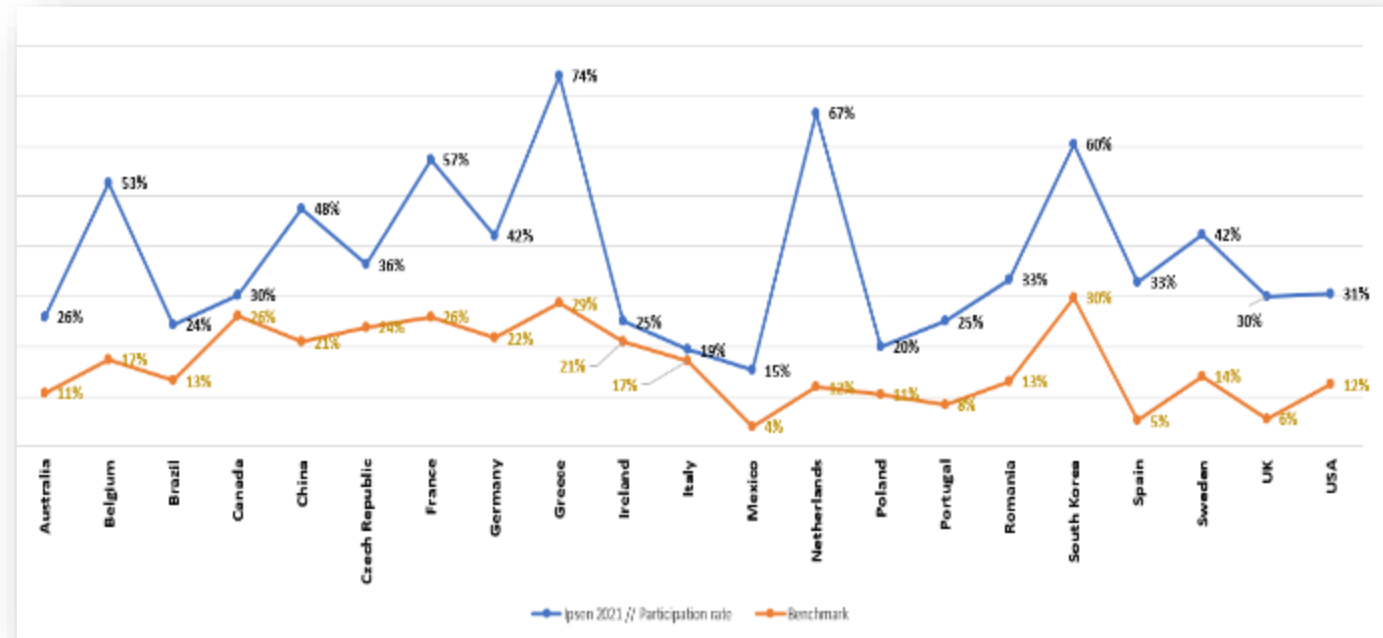
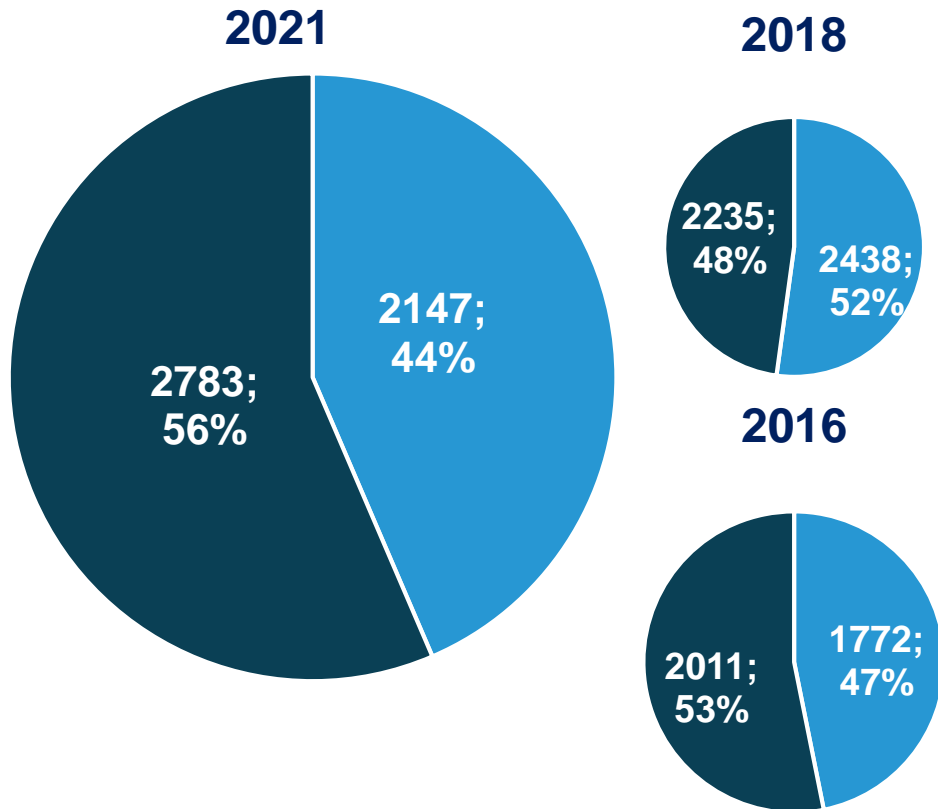
□ Main features

- Large footprint : 21 countries / 90% of Ipsen employees
- simple to maximize impact & communication (same design as prior years) – fully digitized
- Matching contribution to entice lower salaries to contribute while moderate overall cost to company
- Share discount : 20%

2021 PARTICIPATION RATE

Strong participation rate despite pandemic

Better than Benchmark



Subscription Non Subscription

* before cancellations that may arise until end of process (individual financial flow commitment)

DIGITIZED COMMUNICATION

To maximize impact in times of pandemic

□ Global overview :

- Number of connections to the website : **9,391**
- Number of viewed pages : **28,912**
- Average time spent on the website : **4 min 38**

□ Connections per country :

TOP 5

France

China

UK

USA

Germany



ESPP 2021

Employee Stock Purchase Plan

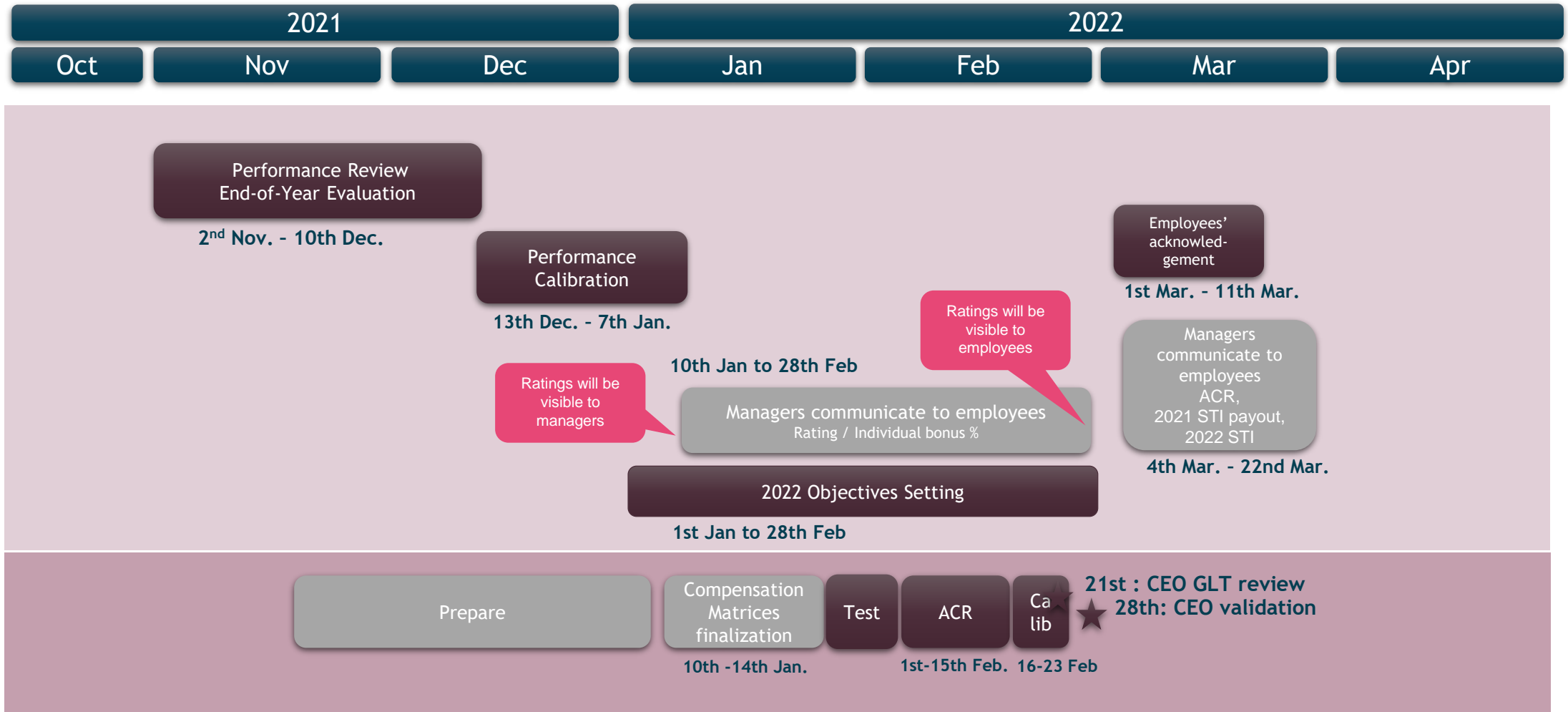
▶ **Participate in Ipsen's growth**
by subscribing from 3 to 17 June 2021

IPSEN

Subscription price
€66.10

The banner features a background image of three people in a laboratory setting looking at a computer monitor. The text is overlaid on the right side of the image.

HR Planning - H2 2021 and 2022 - similar year-over-year



iPerform template

- Minor adjustments from existing template (twicking to align with new Ipsen Way of Being) for simplification, clarity & consistency purposes

Merge the 2 questions related to the WOB in 1

How have you demonstrated the Ipsen Way of Being and where do you need to improve to better embed them? Provide specific examples.

Adopt the same visual to navigate Performance Assessment as the one for Objective Setting

Align the wording on Feedback session with features made available earlier on feedback

When relevant, the Performance evaluation needs to be supported by Key Stakeholders Feedback, which we recommend collecting this throughout the year. This functionality is available on on-going basis for the managers "Get Feedback on Worker" (via the Team Performance worklet) and for all employees "Get Feedback on Self" (via the Performance worklet).

Question

The Ipsen Way of Being framework is based on 5 dimensions:

- « We lead with purpose »
- « We learn and share every day »
- « We drive for success »
- « We trust each other »
- « We own the outcome »

For more details, click on this [link](#)

How have you demonstrated the Ipsen Way of Being? Provide specific examples.

Employee Comment

Answer *

Question

Where do you need to improve to better embed the Ipsen Way of Being?

Employee Comment

Answer *

Set Review Content

Set Content: 2021 Objective Setting - Guided Experience: Marjorie VINCENTI

Actions

01/01/2021 - 31/12/2021

- 3 to 5 Business Objectives
- 1 Development Objective
- Review and Submit

Key Stakeholders Feedback ▾

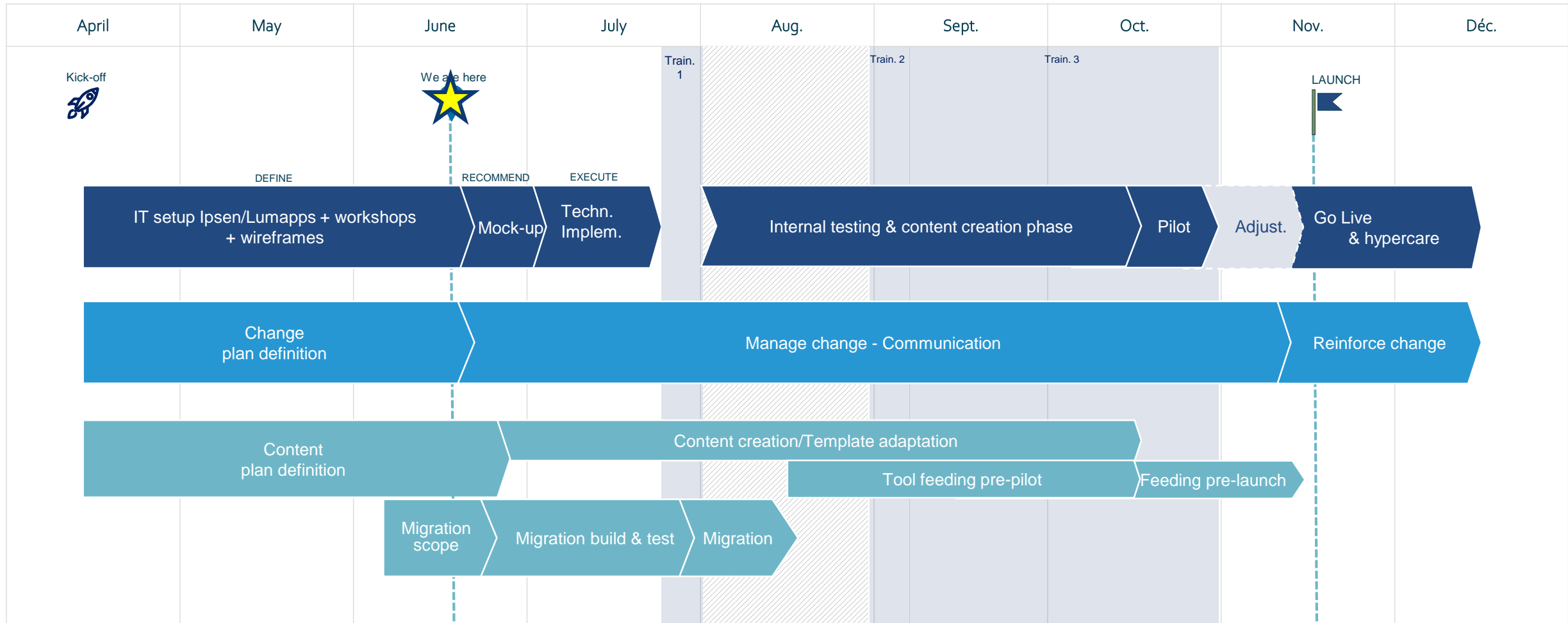
Overall Performance Feedback

When relevant, the Performance evaluation needs to be supported by Key Stakeholders Feedback, which we recommend collecting this throughout the year. This functionality is available on on-going basis where you simply need to discuss with your manager to "Get Feedback" from other stakeholders, via "Team Performance" Manager Worklet.



Global HR systems & Analytics

Global Intranet - Updated roadmap



HR Global and Local pages

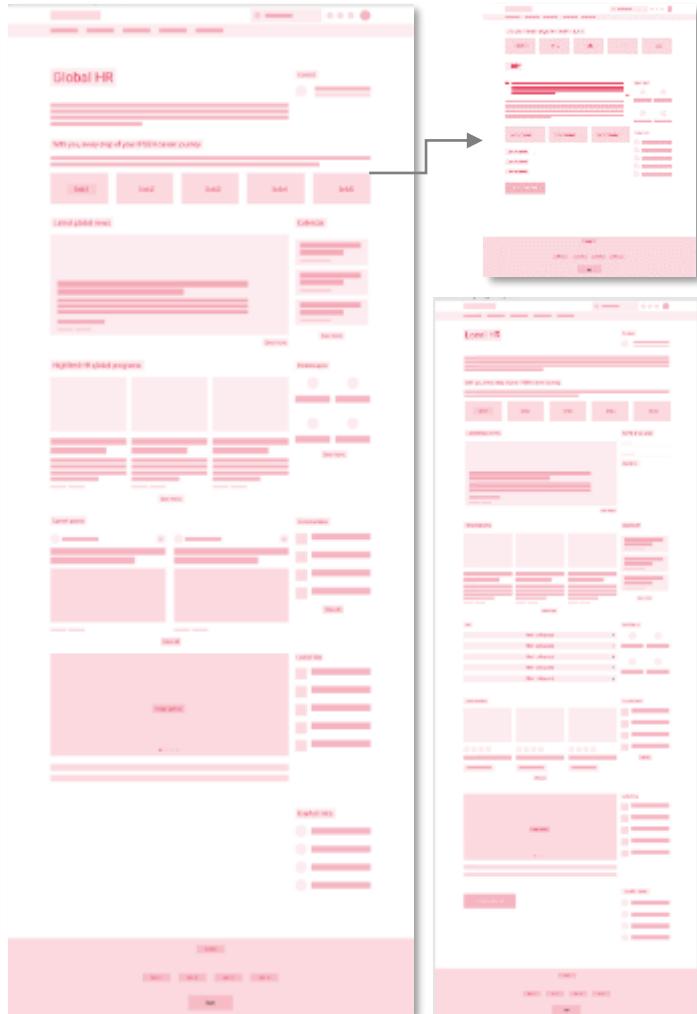
Wireframing* phase

From the Intranet main header Menu:

My HR Corner

My HR local page

Global HR



CONCEPT

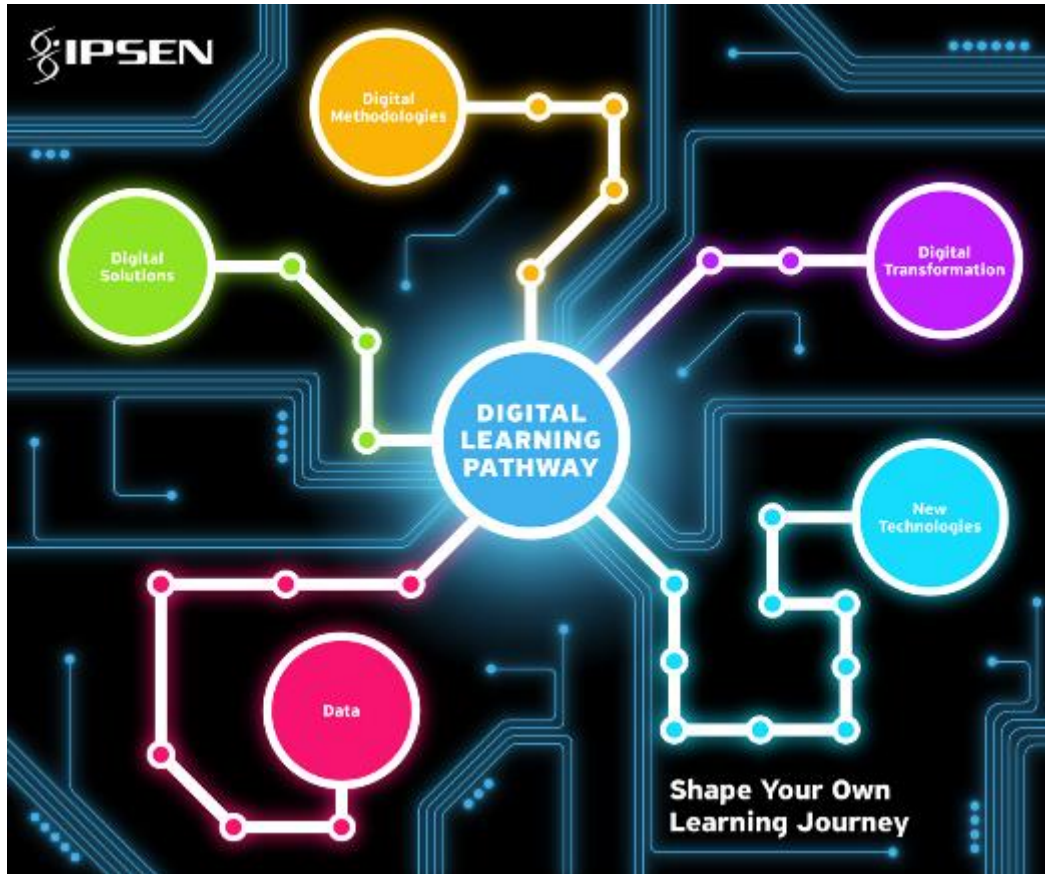
- Take the employee journey perspective to better clarify our processes, programs and tools for all employees
- Simplify access to key information
- Have consistency in lay-out and messages between HR Global page and local pages.
- Update & guide our employees with relevant information to better support their Career development.

FINALIZE THIS WEEK YOUR LOCAL PAGE NEEDS

- Local HR Page are for hubs FR/NA/UK-IR (countries with multi-sites) and for the Countries 100+ employees with one location: they could have a Com Manager to support (ex: Germany, Italy, Iberia, Russia, China)
- For the small affiliates (<100) & clusters North Africa, Central Europe, NOBA, ASEAN: HR information will be in their country page ex: Greece

Digital Learning Pathway

Grow digital skills for all



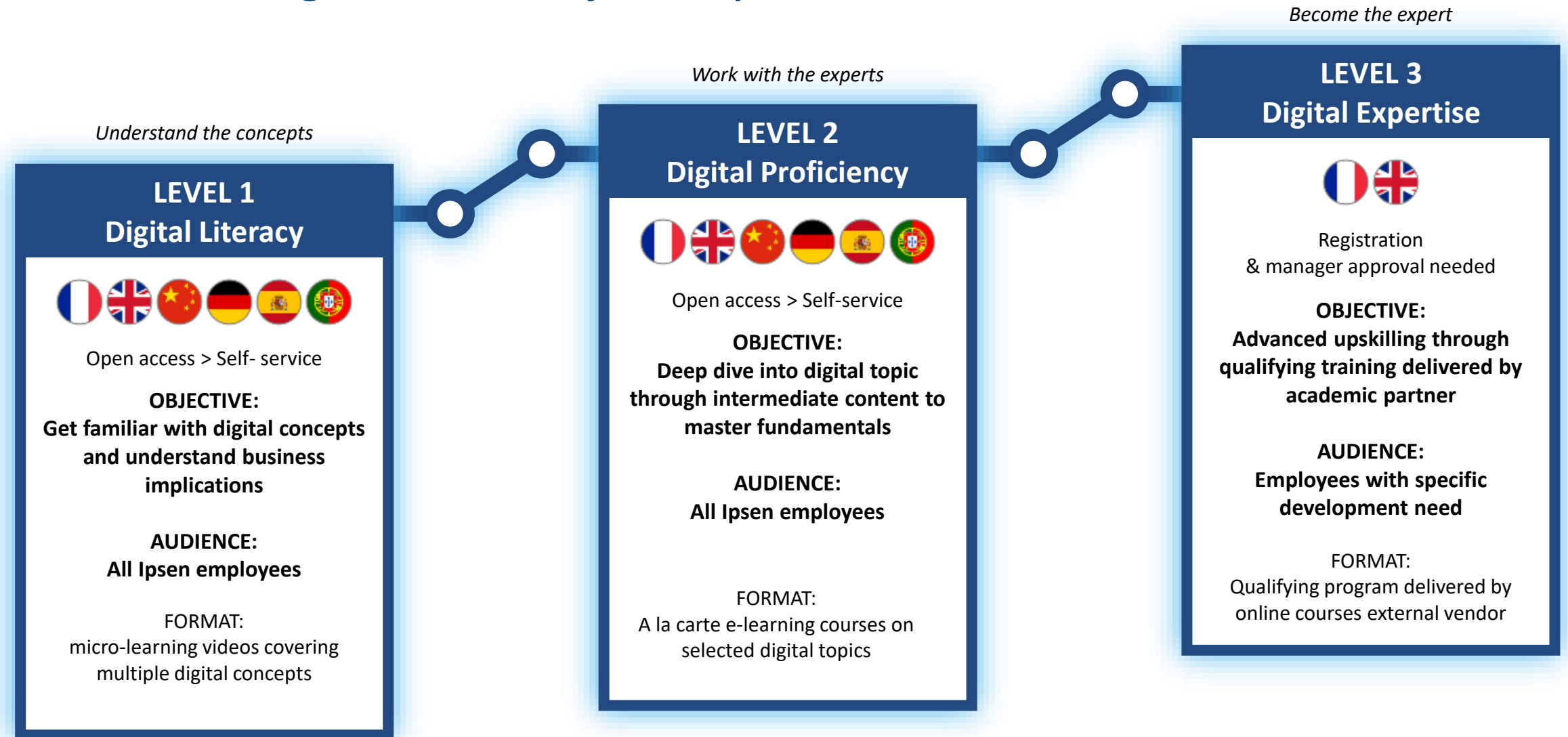
Launched globally on June, 29th
Com kit available

Date	Curriculum available	Languages
28 June	Digital Essentials	
28 June	Level 1&2	
5 July	Level 1&2	
25 July	Level 1&2	
25 July	Digital Essentials Level 1&2	

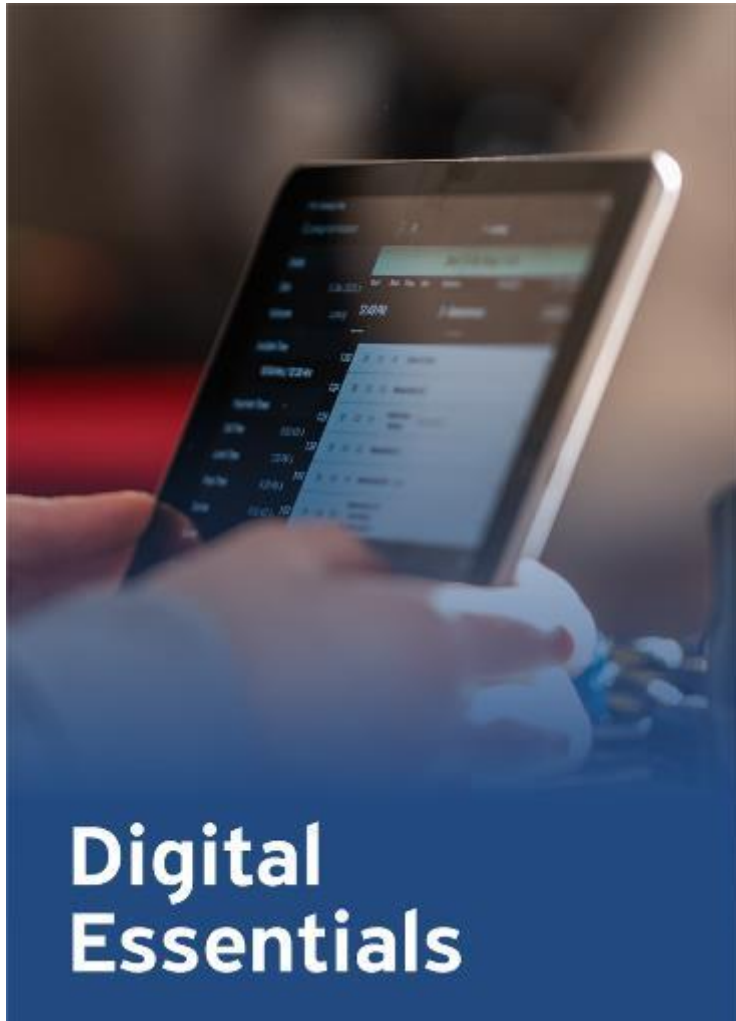
1/ Promote Digital essentials entry Path

2/ Analyse development needs and leverage the levels 1, 2 & 3 for your people

Understanding our learner journey



Level 1: Start & get familiar with key digital concepts



Discover our digital essentials curriculum featuring
a selection of 10 introductory videos:

Digital Literacy Essentials

10 videos | 43min

Introduction to:

- Data
- UX Design
- Artificial Intelligence
- Machine Learning
- Internet of Things
- Blockchain
- Robotics
- Agile Methodology
- Design Thinking
- Digital Transformation



TAKE THE QUIZ AND GET YOUR CURIOUS
BADGE!

[START NOW](#)



HR Zoom on



Ipsen Poland NEW Office & New Ways of Working

Joanna Sosnowska, HR Head Poland & Ukraine



New Office & A hybrid return to the office

Key challenges for reflection

- Addressing 3 different populations (CHC cluster, CHC local operation, SC operation)
- Social glue is critical at time of distancing
- Care about the country cultural mindset
- Clearly define and align on the flexi-agility
- Get full alignment between corporate and local to reinvent the next collaboration and office collaboration spirit (3WFO/2WFH)



A hybrid return to the office – a handy metaphor

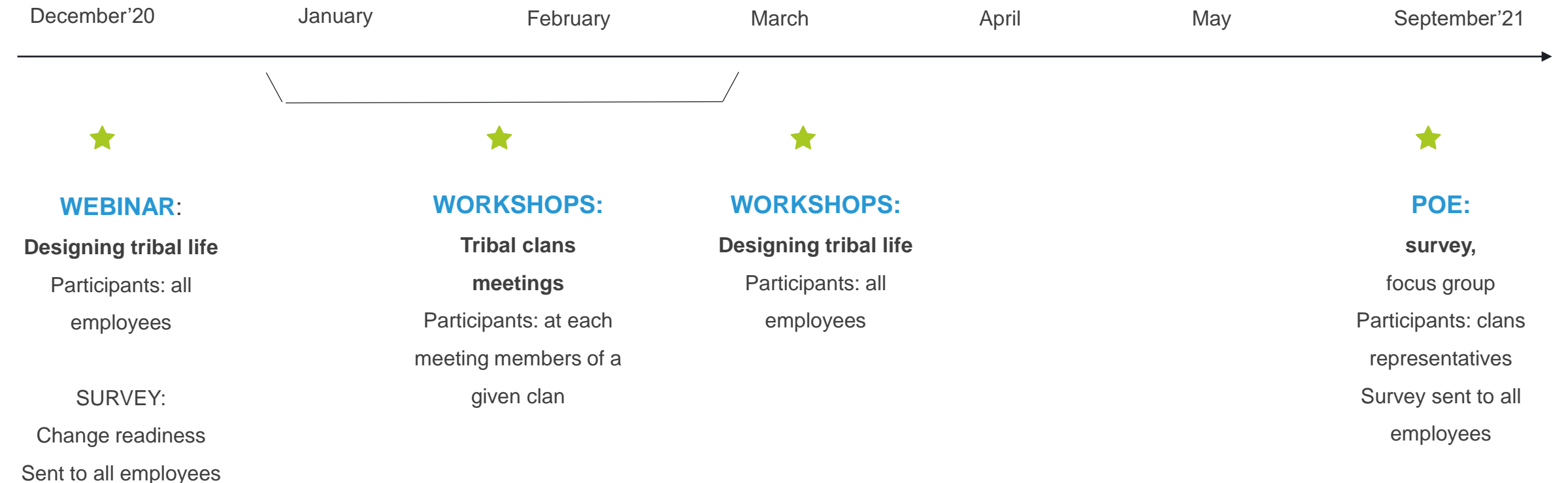
Project Goal:

- To build a narrative that encompasses **the company as tribe and office as tribal village metaphors** that will give sense to the new office layout.
- To engage employees in the process by **empowering them to co-create and promote new ways of working** and build a sense of ownership of the new workplace.
- To **evaluate employees' remote work experience and their readiness to work in a hybrid mode** so as to understand and address all challenges



Project timeline

We decided to take following activities to reinforce organizational change.



A hybrid return to the office – Managing diversity

Office personality test

- Each of you has a slightly **different work style and preferences**
- Each style has a **slightly different set of tips & tricks**
- Take care of ourselves - **how we work affects our energy levels!**
- **Nurture team spirit** - take into account others' needs and work styles



home office ninja



digital nomad



navigator guru



office rockstar

Tribal clans meetings – the outcomes

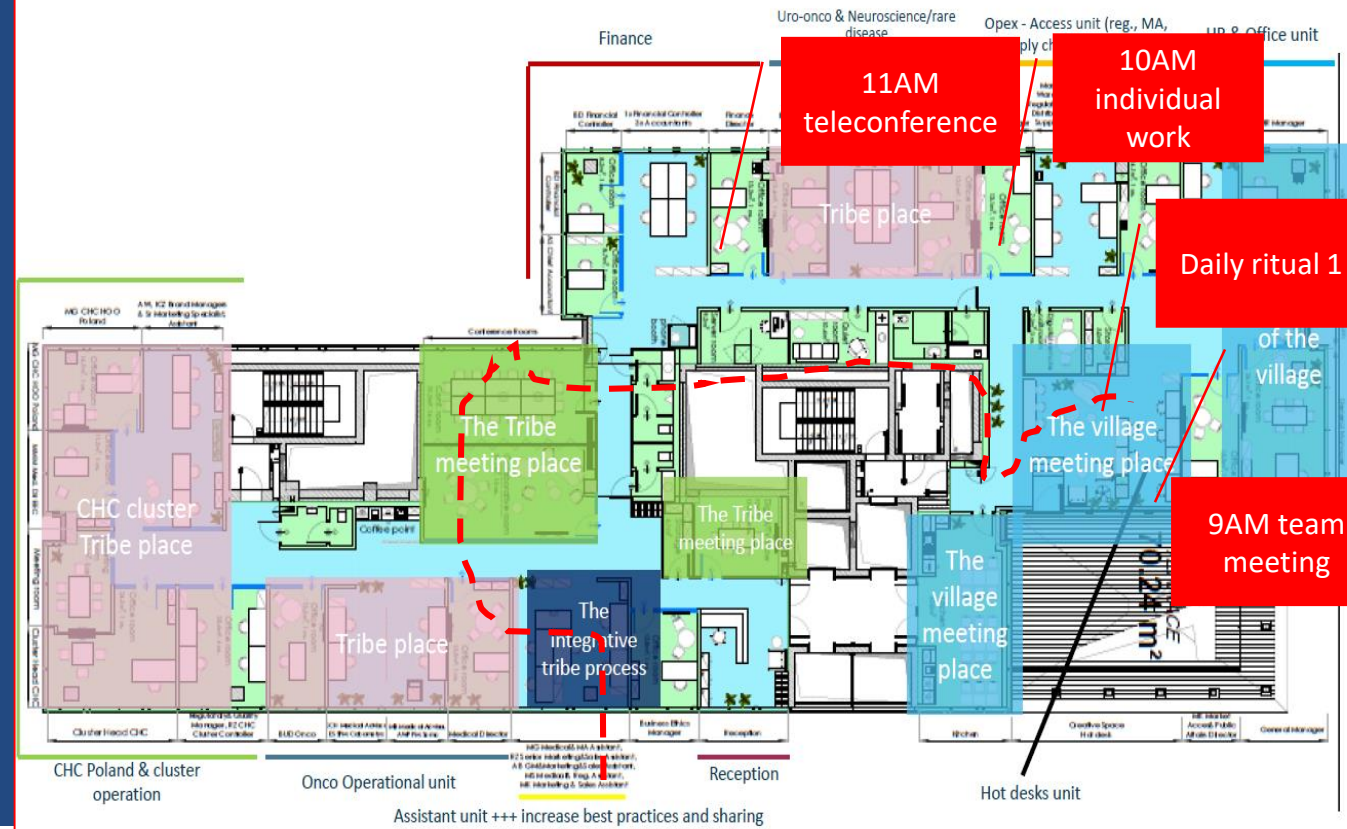
Designing the designed office

Workshops deliverables were included:

Workshops deliverables were included:

- **challenges map** - hybrid work challenges and ideas how to address them
- **team energy boosters** – list of good practices
- **plan of daily routes** (user-journey map) – how the clan will use the workplace ecosystem, activities and places that will effectively support them

Location - further details



It's time to get back to the Office!

New Office Grand Opening in Warsaw!



CONCLUSION

H2 2021 - HR Global Roadmap

JUN

JUL

AUG

SEP

OCT

NOV

DEC

IPSEN ALL



Digital learning pathway
24/29 th
June

Global Inclusion Survey
19-30
July

Mentoring reboost
End of August /Sept

Hybrid work playlist
1st Sept

Engagement survey
End of September /Oct

Global Intranet
Mid November

HR



International mobility tool

HR principles V2

HR CoE Voice of customer

Glint Training HR

Gender Pay Equity

THANK YOU

