

**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

December 2nd 2021

Agenda

01

Introduction

Welcome to newcomers
Awards & Recognition

03

C&B & Performance

Launch of the Gender Pay Equity Dashboard
Performance Review Update

02

HR Engagement Survey

04

Talent

Talent Review outcomes
What's new?

Speed-Networking

360° development tool

Ipsen Culture: engagement survey follow up

05

H1 2022 Calendar



Introduction



Welcome to new comers!

Brazil

Welder BRITO



HR & EHS Specialist

China

Carrie HANG



Payroll & Operation Specialist,
SC

Frost HAN



HR Shared Services Manager

Tina LI



Senior Manager
Compensation & Benefits,
China SC

Yvonne ZHANG



Talent Development &
Learning Sr. Manager, SC

France

Chahida BIKBI



HRBP Global R&D Functions

Elise ALIMONDO



Head of Talent Acquisition
France

Elise PECORINO



Talent Acquisition Junior
Specialist

Jean-Baptiste
Cauneille



Senior Manager, Global
Executive Search

Julien BAOPANESY



Gestionnaire Formation

Lucianie
PHILEMON



Alternante Assistante
Administrative

MARIE CANCADE



Early Talent Recruiter &
Candidate Care

Marine MAMBOU



Gestionnaire RH Formation

Manon SAUVAGE



Human Resources Business
Partner

Rémi LEJALE



Talent Acquisition Junior
Specialist

Simon LANNIER



Alternant Assistant RH et
Formation

Welcome to new comers!

UK

Mark SCOTT



HR Business Partner

Ireland

Dominika RODAK



HR Business Partner

USA

Alan BLEVINS



Head of Talent Acquisition,
North America

Carla DaSilva



Senior Director, HRBP R&D

Jane Clough



Senior Director, HRBP
Commercial, Business
Operations & Strategy

Michael
HURYNOWICZ



Associate Director, Talent
Acquisition (Position Vacate:3
sept. 2021)

Michaela LEO



Head, Compensation and
Benefits, North America

Poland

Karolina
RUPIEWICZ



HR Generalist

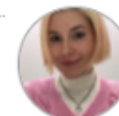
Russia

Lyubov Vlasova



Senior HR Administration
Specialist

Margarita
KRESTYANINOVA



Talent Acquisition Specialist

Nataliya BOKOVA



Talent Acquisition and
Development Manager

Svetlana DUTOVA

HR Operations Manager, CHC

And many opportunities to consider or share with your network!

<i>Position</i>	<i>Manager</i>	<i>Location</i>	<i>Type of Contract</i>	<i>Link to Job Advertisement</i>
<i>Global Talent Management Head</i>	Fabienne Astier	Boulogne	Permanent	Global Talent Management Head
<i>Gestionnaire RH</i>	Sophie Landormy	Boulogne	Fixed-Term / 1 year	Gestionnaire RH
<i>HRBP French Operations</i>	Audrey Pradel	Boulogne	Permanent	HRBP French Operations
<i>HRBP Les Ulis</i>	Anne Chevalier	Les Ulis Courtaboeuf	Fixed-Term / 1 year	HRBP Les Ulis
<i>HR Communication Manager</i>	Sophie Marchandise	Boulogne / UK	Permanent	Not advertised yet
<i>HRBP Milton Park & Slough</i>	Jo Briggs	Milton Park	Permanent	Not advertised yet
<i>HR Business Partner</i>	Larisa Fedorova	Slough	Permanent	HR Business Partner
<i>Head of HR Ops UK&I</i>	Mona Amin	UK	Permanent	Not advertised yet
<i>Senior HR Advisor</i>	Jemma Chambers	Wrexham	Permanent	Not advertised yet
<i>HR Shared Services Head UK&I & International</i>	Mona Amin	Wrexham	Permanent / Part time 60%	HR Shared Services Head UK&I & International
<i>Head of HR Australia & New Zealand</i>	Mona Amin	Glen Waverley	Permanent	Not advertised yet
<i>Human Resources Manager Korea</i>	Mona Amin	Seoul	Permanent	Not advertised yet
<i>Employee Relationship Manager</i>	Christine Wang	Tianjin	Permanent	Employee Relationship Manager

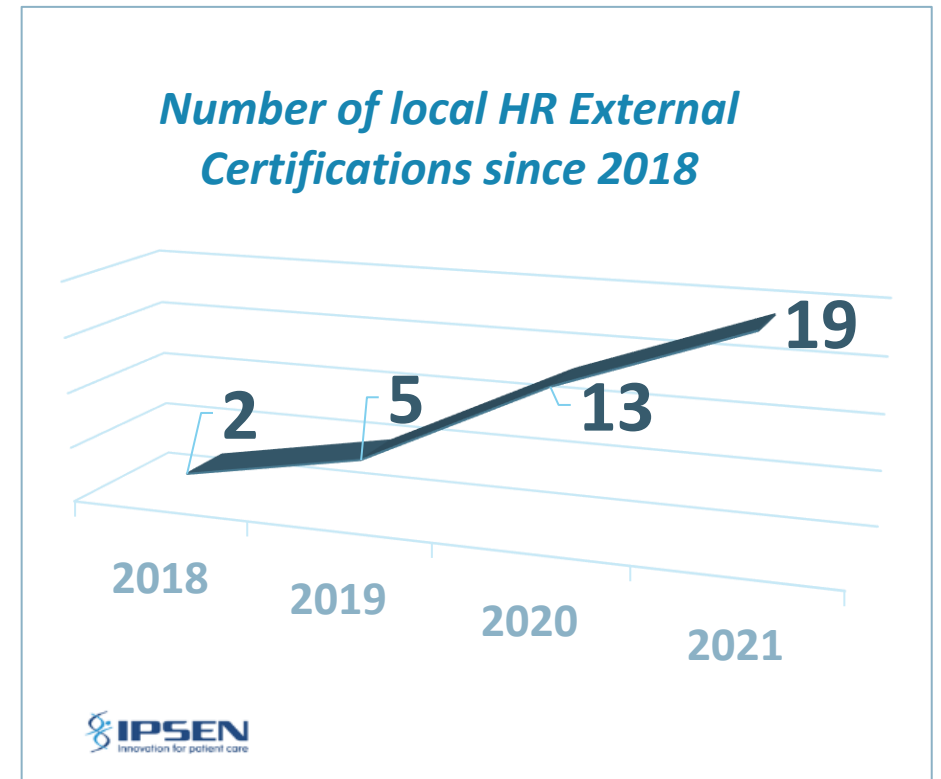
Awards & Recognition



UK – Slough



Poland





HR Engagement Survey Results

HR All - Pulse Overview

View Exec Summary ▾

Global Engagement Survey:
October 2021 Global Engagement Survey Pulse
[51 / 51 Questions](#)

162 / 180 respondents


Pulse Overview

Oct '21 Engagement

73

Company: 76 Change: --

October 2021 Global Engagement Survey Pulse Results

<p>Response Rate</p> <h1>90%</h1> <p>162 of 180 responded</p>	<p>Comments</p> <h1>258</h1> <p>View all Comments</p>	<p>Engagement Favorability 70%</p> 
<p>Questions</p> <h1>51</h1>	<p>0 Scores Increased</p> <p>0 Scores Decreased</p>	<p>5 Scores Above Company</p> <p>42 Scores Below Company</p>

HR All – Strengths and Opportunities

Strengths and Opportunities

Ranked using comparison with Company and high impact on Engagement



RELATIVE STRENGTHS	RELATIVE OPPORTUNITIES
<ul style="list-style-type: none"> ● Ipsen - C&B My overall compensation and benefits package is satisfactory +2 pts Vs Company 	<ul style="list-style-type: none"> ● Ipsen - Workload My workload is satisfactory - 10 pts Vs Company
<ul style="list-style-type: none"> ● Ipsen - Conditions I have good working conditions +1 pt Vs Company 	<ul style="list-style-type: none"> ● Role Model Senior leaders at IPSEN lead by example. - 10 pts Vs Company
<ul style="list-style-type: none"> ● Ipsen - Encouragement In my working group new ideas are strongly supported and encouraged + 1 pt Vs Company 	<ul style="list-style-type: none"> ● Ipsen - WOB GLT Values I experience our Senior Leaders (Global Leadership Team and Executive Leadership Team members) to demonstrate and live our values (IPSEN Way of being) - 10 pts Vs Company

HR All – Historical data overview

Engagement Index is evaluated with 2 items :

- 1 - How happy are you working at Ipsen ?
- 2 - I would recommend Ipsen as a great place to work

Engagement survey	Engagement Index Ipsen	Engagement Index HR all	Participation Rate Ipsen	Participation Rate HR	HC HR	External Benchmark Index
2017	79	79	85%	85%	125	57
2019	78	85	87%	89%	163	70
2021	76	73	88%	90%	180	75

HR AI – Scores per questions *(from highest to lowest scores)*

Top 9 scores

Scores							<input checked="" type="radio"/> Grouped <input type="radio"/> Ungrouped
Name	S... ↓	vs Com...	Ch...	Impact	% Favorable	Comm...	Question
<u>Ipsen - Ethical Considerations</u>	88	-2	--	Low	90%	0	I think of compliance or ethical considerations myself when taking a decision or implementing it. Oct 5, 2021
<u>Team</u>	80	-2	--	High	81%	0	I am satisfied with my work team. Oct 5, 2021
<u>Ipsen - Ways of Being</u>	80	0	--	High	80%	2	I am proud to live and demonstrate our values (IPSEN way of being) on a regular basis Oct 5, 2021
<u>Ipsen - Conditions</u>	80	+1	--	High	80%	4	I have good working conditions Oct 5, 2021
<u>Ipsen - WOB Values</u>	79	-1	--	Very High	78%	1	I experience my direct manager to demonstrate and live our values (IPSEN Way of Being) Oct 5, 2021
<u>Ipsen - E&C</u>	79	-4	--	High	82%	0	Management behaves and encourages others to behave ethically and compliantly. Oct 5, 2021
<u>Accountability</u>	79	0	--	High	81%	2	Where I work, employees are held accountable for their work. Oct 5, 2021
<u>Manager</u>	78	-2	--	High	78%	0	I would recommend my manager to others. Oct 5, 2021
<u>Ipsen - Openness Trust</u>	77	-1	--	High	79%	2	My direct line managers knows how to create an atmosphere of openness and trust Oct 5, 2021

HR AI – Scores per questions *(from highest to lowest scores)*

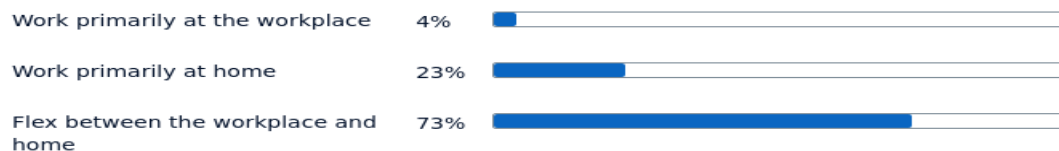
Bottom 10 scores

<u>Role Model</u>	61	-10	--	● High	51%	4	Senior leaders at IPSEN lead by example. Oct 5, 2021
<u>Career</u>	61	-2	--	● High	53%	8	I have good career opportunities at IPSEN. Oct 5, 2021
<u>Work Life Balance</u>	59	-8	--	● High	48%	7	I am able to successfully balance my work and personal life. Oct 5, 2021
<u>Decision Making</u>	59	-6	--	● Very High	45%	5	Overall, I am satisfied with how decisions are made at IPSEN. Oct 5, 2021
<u>Change Communication</u>	58	-5	--	● Very High	47%	7	Communications are handled well when changes are made here. Oct 5, 2021
<u>Ipsen - Efficiency</u>	57	-5	--	● Very High	45%	6	The organisation of work is efficient Oct 5, 2021
<u>Ipsen - Accountability</u>	57	-7	--	● High	46%	2	There is a good clarity around accountability (who owns what / who is the single point of accountability) Oct 5, 2021
<u>Ipsen - Transformation</u>	55	-6	--	● Very High	37%	13	The transformation of IPSEN is well managed Oct 5, 2021
<u>Ipsen - Workload</u>	54	-10	--	● High	43%	7	My workload is satisfactory Oct 5, 2021
<u>Barriers to Execution</u>	54	-5	--	● High	40%	2	At IPSEN we do a good job removing barriers that slow down our work. Oct 5, 2021

HR All – Scores per questions

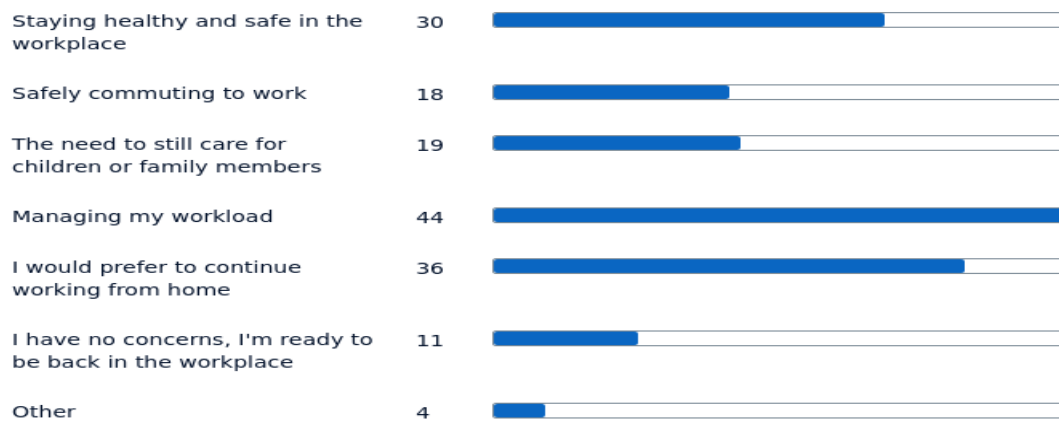
Questions

1 Distress - Ideal work setting
Once restrictions on businesses and schools are lifted and your workplace is safe to reopen, what is your ideal work setting?



[Comments: 12](#)

2 Distress - Return Concern
What is your biggest concern as it relates to returning to the workplace? (Choose up to two options. Skip if you are currently in the workplace.)



[Comments: 5](#)

What's next ? Action Plan for HR Community

On each 4 big themes identified to act on :

- A lead is identified to deep dive on root causes (gather information from you all) and propose solutions to be implemented
- Deadline : **End of January 2021**

Theme	Lead
Workload / Work-life balance	Mirjana Le Fricc
Barrier to Execution / Efficiency	Siv-Sane Kin
Communication / Change	Abbie Pound
HR Career opportunities	Call for volunteer !

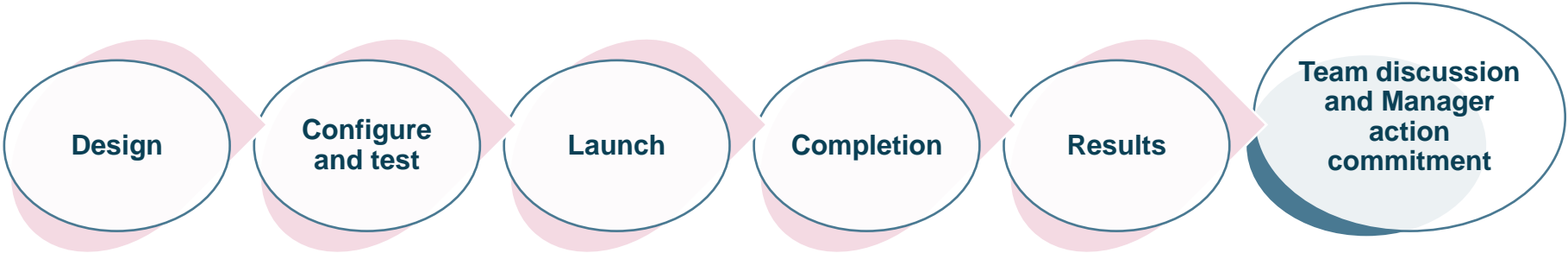


Employee Engagement Survey

Follow-up

Data from:
29 November 2021

Employee Engagement Survey: Follow up



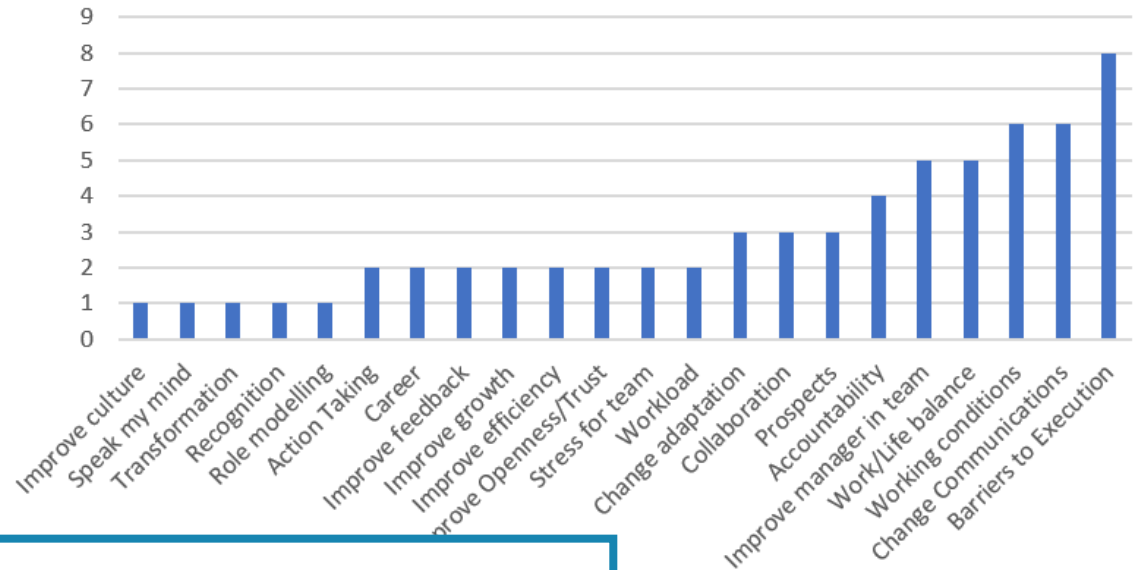
★ **860**
of 1,235
(70%)

managers have logged in to Glint

★ **64**
from 41
managers

actions that have been submitted

Focus Area Ranking



Objective: continuously improve our Employee's Experience...



C&B Gender Pay Equity Program



Global HR Launch
2nd of Dec

Introduction



GENDER PAY EQUITY
We care about ALL people

A word from our sponsor...



Jerzy JANECZKO

Senior Vice-President Chief Information Officer

Purpose



At Ipsen we provide a fair and equitable remuneration to ALL of our employees.



- Aligned with our Diversity & Inclusion strategy, we embrace a **pay equity mindset in all countries across all organizations and levels of responsibilities.**



- We equip HR partners to make reliable and data driven analysis in order to **monitor Gender Pay Equity** in their scope.



- Pay Equity is an outcome. We foster **permanent vigilance** and bias prevention during the Ipsen career of the employees.



Global Methodology

- **Internal Ipsen Global methodology** based on series of dashboards and filters:
 - From **consolidated to individual** data
 - Based on **data available iPeople**
 - Available at **country and organizational level**
 - Using a set of selected **HR attributes**: job role, grade, compensation data, performance, talent box, seniority
 - Completed with **qualitative individual analysis** (skills set, experience, ...)
- **Compa ratio** as the main reference to **allow cross-country/organization comparison** (agnostic from currency and country) – relative positioning between genders.
- **“Tolerable”** gap between Men and Women compa ratio : **2%**

This methodology does not aim at replacing existing gender pay gap report or ratio required by local legal regulations.

Global Methodology

Overview



Using Ipsen HR KPIs and data, HR partners are able to drive **Gender Pay Equity** in their country/scope with deep dive approach: from overview to analysis by any available dimension (job profile, grade, performance, talent, seniority, etc...).

Overview by Gender:

- Headcount split
- Promotion
- Average Annual Base Salary (ABS)
- Average Annual Target Cash (ATC)
- Split by compa ratio
- Split by performance level
- Split by talent category
- Split by grade



Global Methodology

Compa ratio analysis



Analysis based on compa ratio:

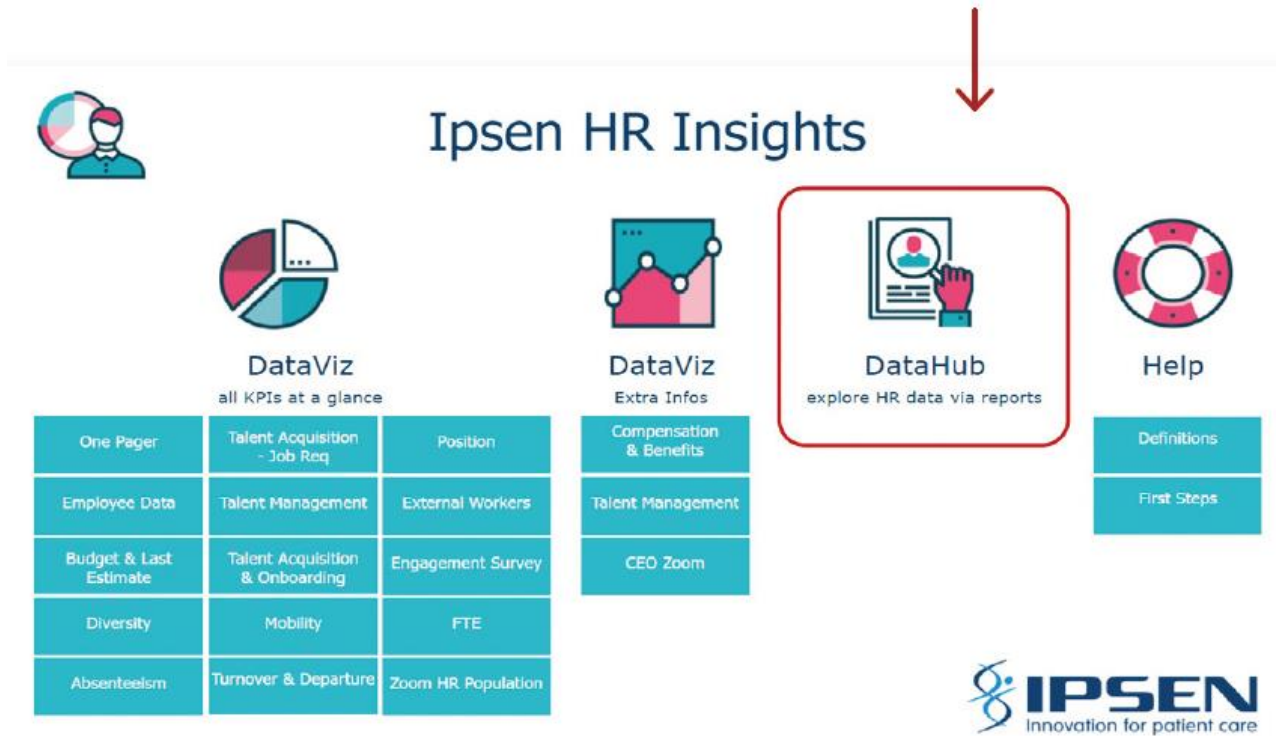
- Average compa ratio at country level
- Average compa ratio by grade
- Average compa ratio by job profile
- Filter through country, location, division, job family, job role, grade, performance, talent, seniority, last 12 months promo, last 12 months hire



Even if overall gap <2%, deep dive is **necessary** to ensure pay equity at all levels

HR Insights

How to access





Next Steps

What has been done so far...

- Assessment of external solution
- Decision to develop an internal methodology
- Tool development by HRIS, tested by Key HR and delivered



**GO
LIVE**

December 2nd 2021

What's next?

- Personalized trainings to HR Partners – Dec to March
- HR Partners monitoring (H1)
- **HR to take any opportunity to ensure equity**



Main Outcomes

With this **consistent and global internal methodology**, HR partners will continuously be able to make reliable and data driven analysis to monitor Gender Pay Equity in their organization:

- **Explore Gender Data for their scope**
- **Assess Gender Pay Equity**
- **Understand potential gaps**
- **Plan corrective actions**

Q&A



GENDER PAY EQUITY
We care about ALL people



At Ipsen, we provide a fair and equitable remuneration to all of our employees.

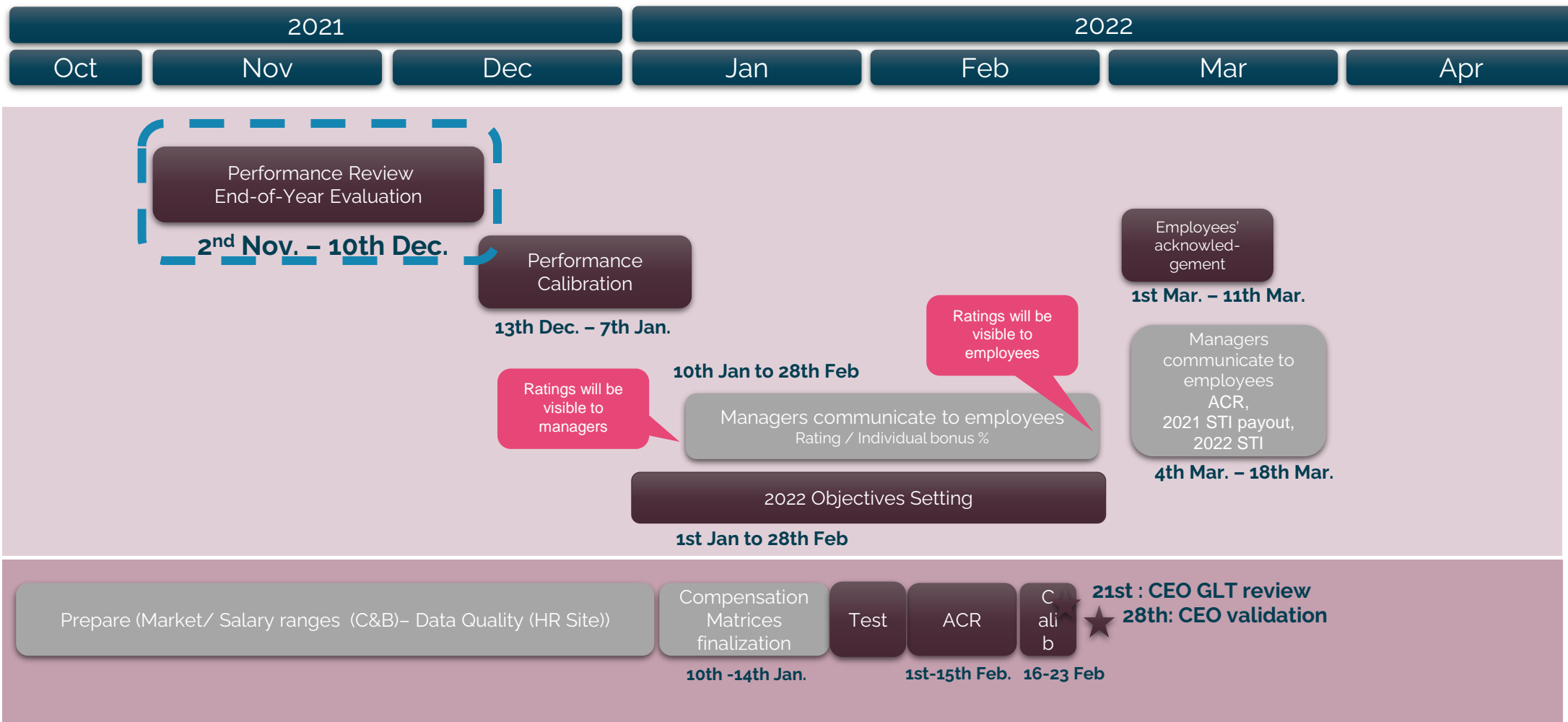


Performance Review



Update

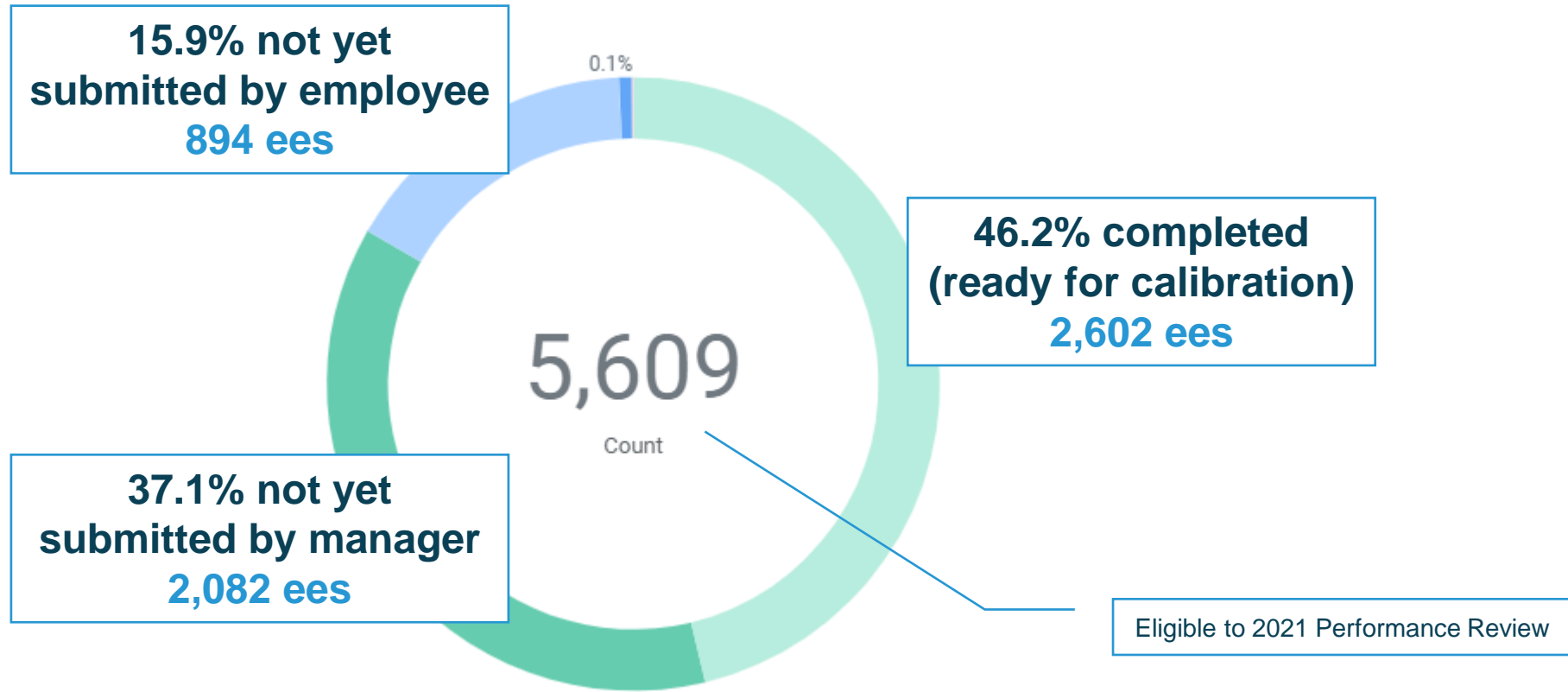
01 – HR Planning – H2-2021 & 2022 – similar year-over-year



Annual Compensation Review

02 – iPerform – Performance Review – Overall Status

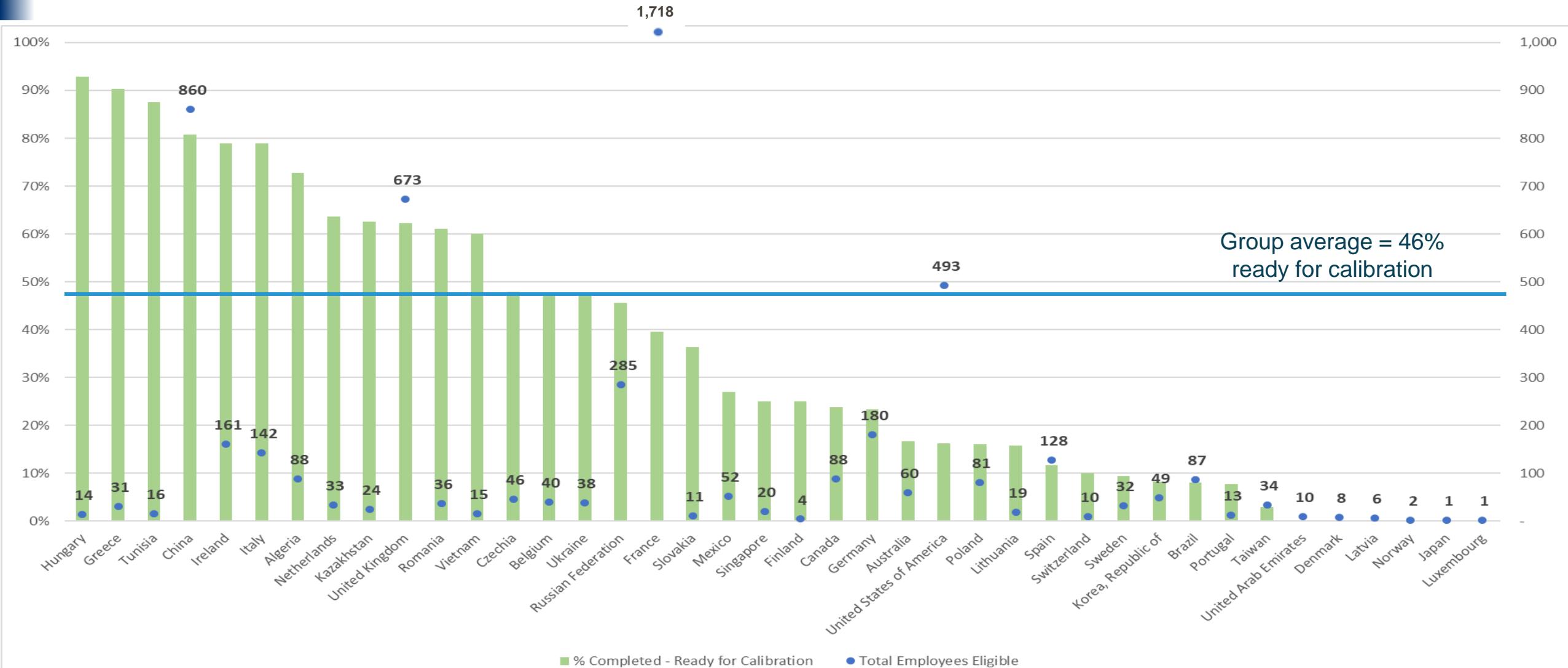
All Performance Reviews must be submitted by December 10th, 2021



As of Dec. 2nd, 2021
Still ~3,000 not completed

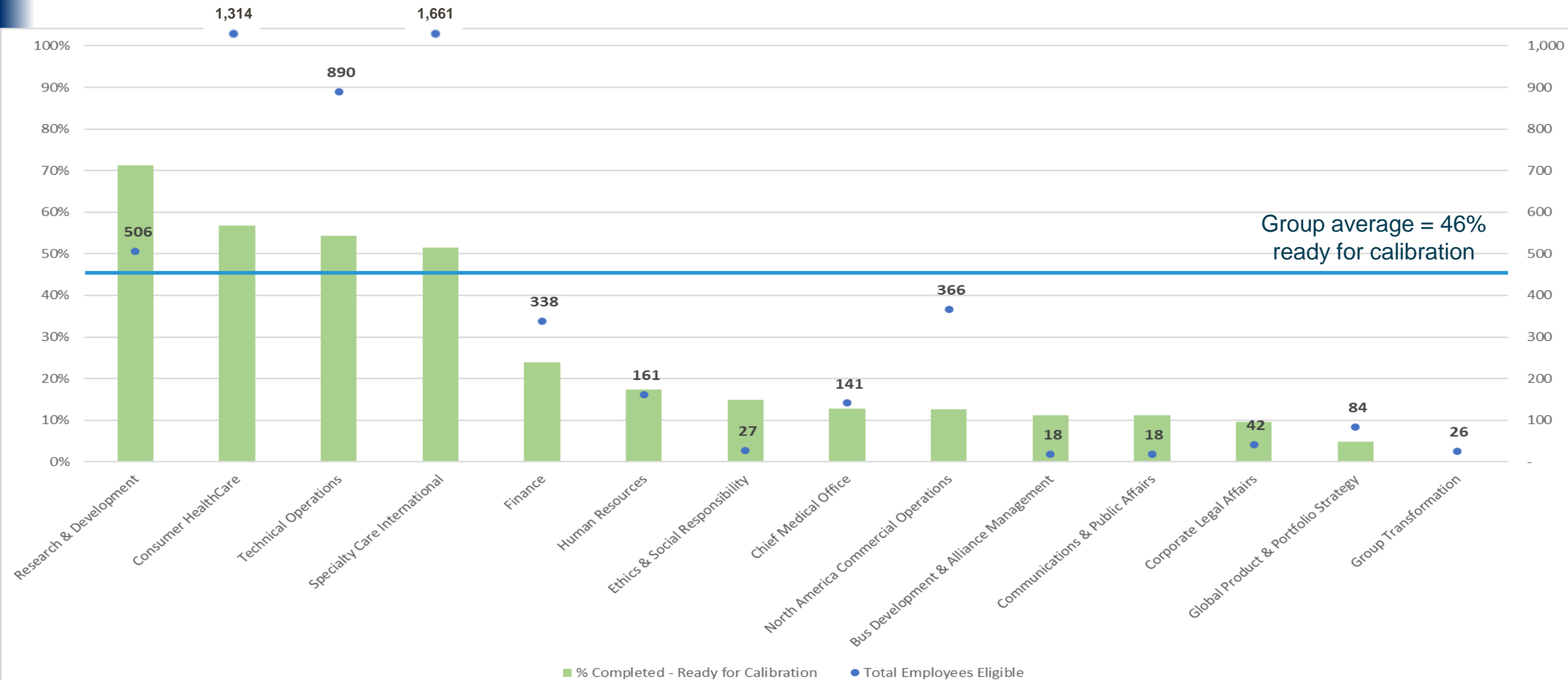
03 – iPerform – Performance Review

Status by Country



03 – iPerform – Performance Review

Status by Division





Talent Update



Talent Review outcomes

What's new?

- Speed-Networking
- 360° development tool

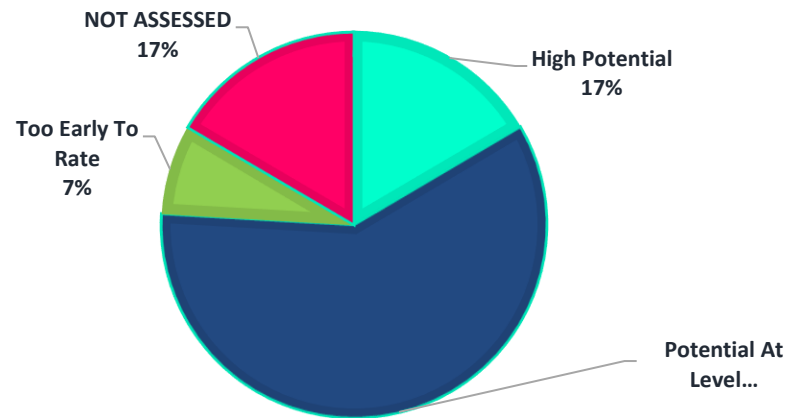
One page TALENT Strategy: Enable our people to FOCUS. TOGETHER. FOR PATIENTS & SOCIETY.

<p>Leverage the full potential of our innovative medicines to patients</p>	<p>Build a high-value sustainable pipeline</p>	<p>Deliver efficiencies to enable targeted investment and growth</p>	<p>Boost a culture of collaboration and excellence</p>
<p>Leverage the full potential of our Talents</p>	<p>Enrich succession plans</p>	<p>Structure Ipsen development offer</p>	<p>Feel encouraged to take risks</p>
<ul style="list-style-type: none"> • Identify and Assess high potentials against targeted jobs (Career ambition) • Ensure rigorous follow-up in individual development plans (concrete and actionable) and career evolution • Fast track early potentials with rotational programs to reach targeted jobs 	<ul style="list-style-type: none"> • Anticipate and translate business needs into Talents needs (New assets acquisition) • Map external Talents in pivotal roles succession plans • Scout externally identified talents with the right Employer Value Proposition • Create robust succession plans for the critical roles (internal & external successors) for short, medium and long term 	<ul style="list-style-type: none"> • 70%: Leverage on-the-job learnings encouraging projects and cross-moves • 20%: Harmonize our development offer <ul style="list-style-type: none"> ▪ Assessments ▪ Coaching ▪ Mentoring • 10%: Organize and leverage Ipsen academy <ul style="list-style-type: none"> ▪ Hard Skills ▪ Soft Skills 	<ul style="list-style-type: none"> • Leverage existing Best Practices (Strategic Capability planning) • Offer stretched assignment opportunities to high potentials with individual coaching support • Leverage diversity and inclusion of talents (see nationalities Finance Strat..) • Review international mobility framework

2021 Talent Review coverage

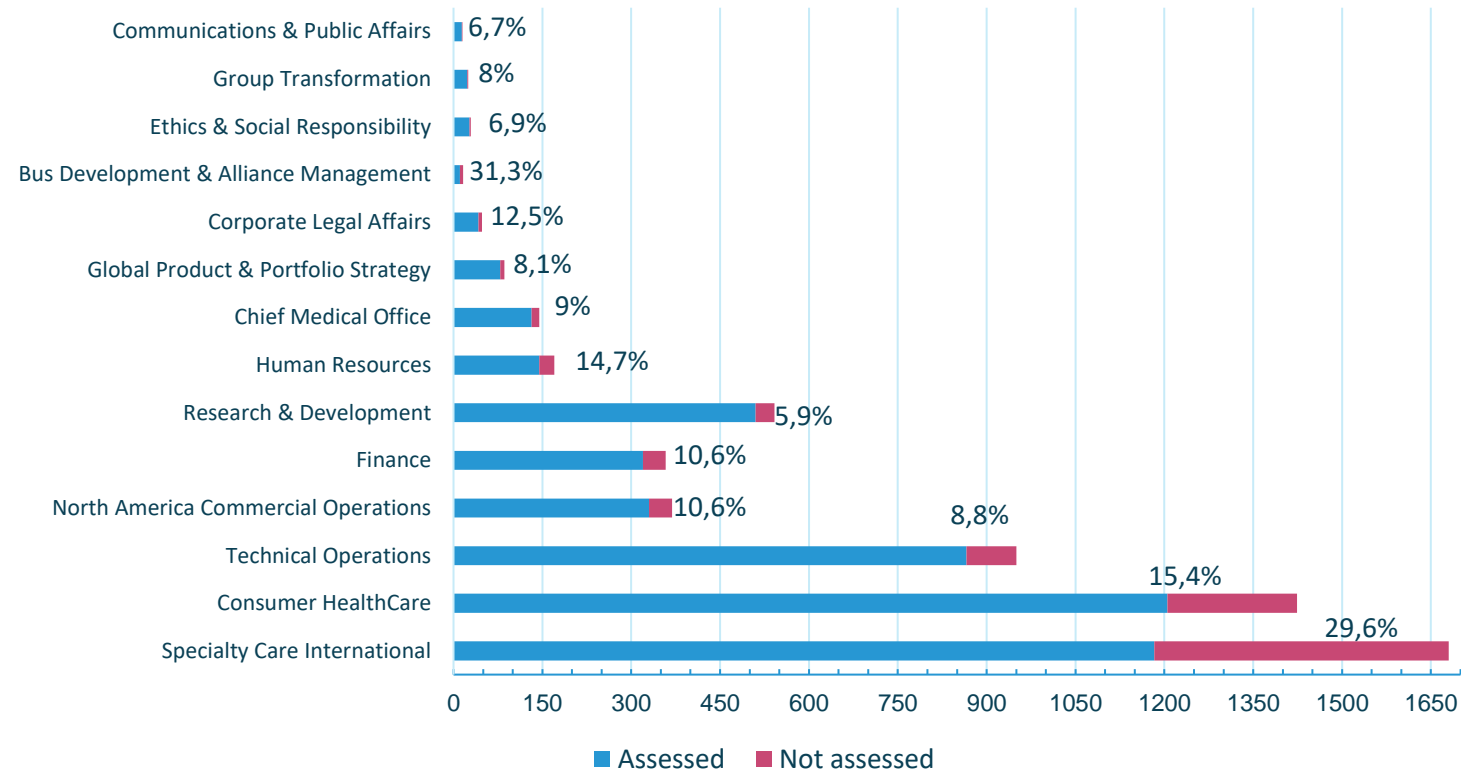
Potential: 83% Ipsen employees had their Potential assessed in 2021 vs 60% last year

2021 ASSESS POTENTIAL CAMPAIGN*



** include not assessed at all and low potential

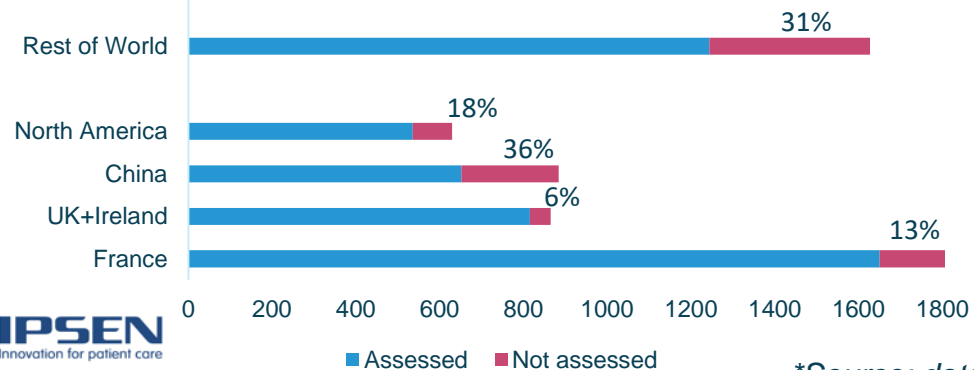
2021 POTENTIAL ASSESSMENT BY DIVISION*



Ipsen total population = 5 432 permanent contracts

Ipsen all Turnover : 18,1%

2021 POTENTIAL ASSESSMENT BY COUNTRY*

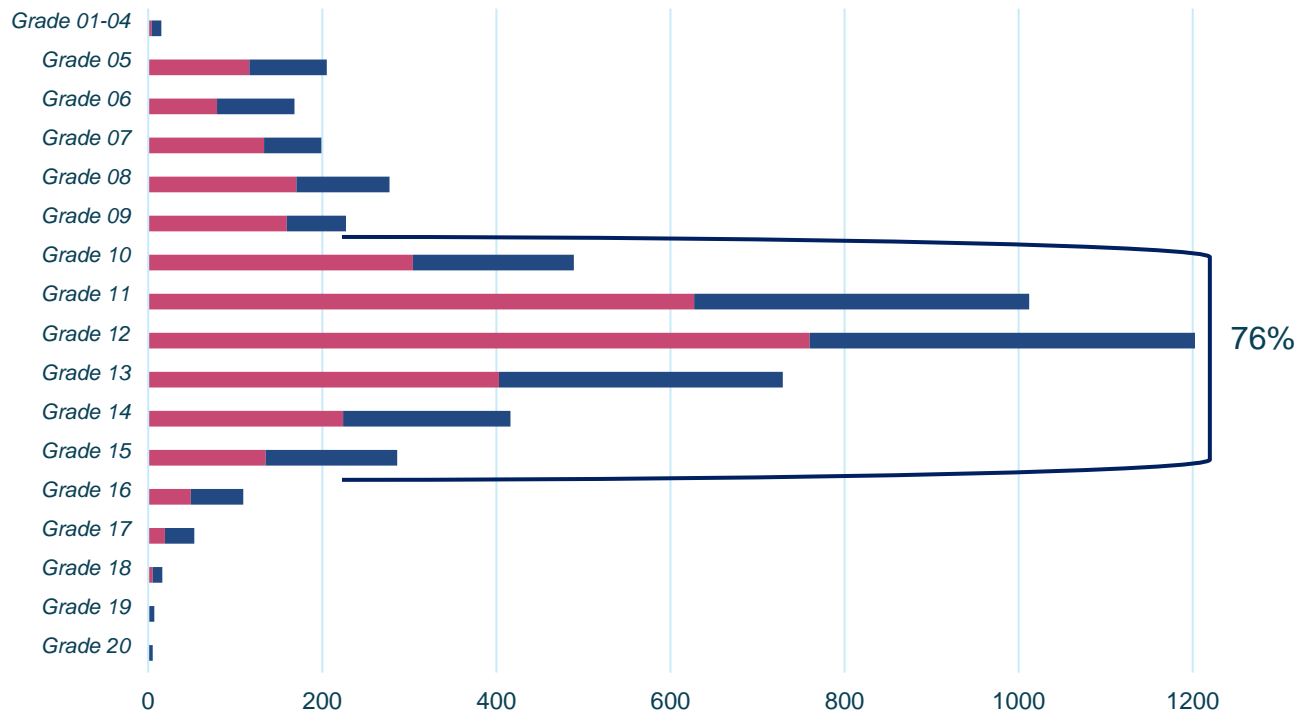


*Source: data from 2021 Assess potential task
2021 Talent Review - CONFIDENTIAL IPSEN

776 Potentials* overview

**84% of Ipsen Potentials in job grades 10 to 15
representative of total Ipsen population**

All Ipsen population by grade



Ipsen Potentials by grade



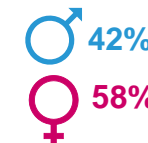
776 Potentials* overview

Matrix placement

Demographics:

Ipsen average age = 43.2
 Ipsen Potential average age = 39.5

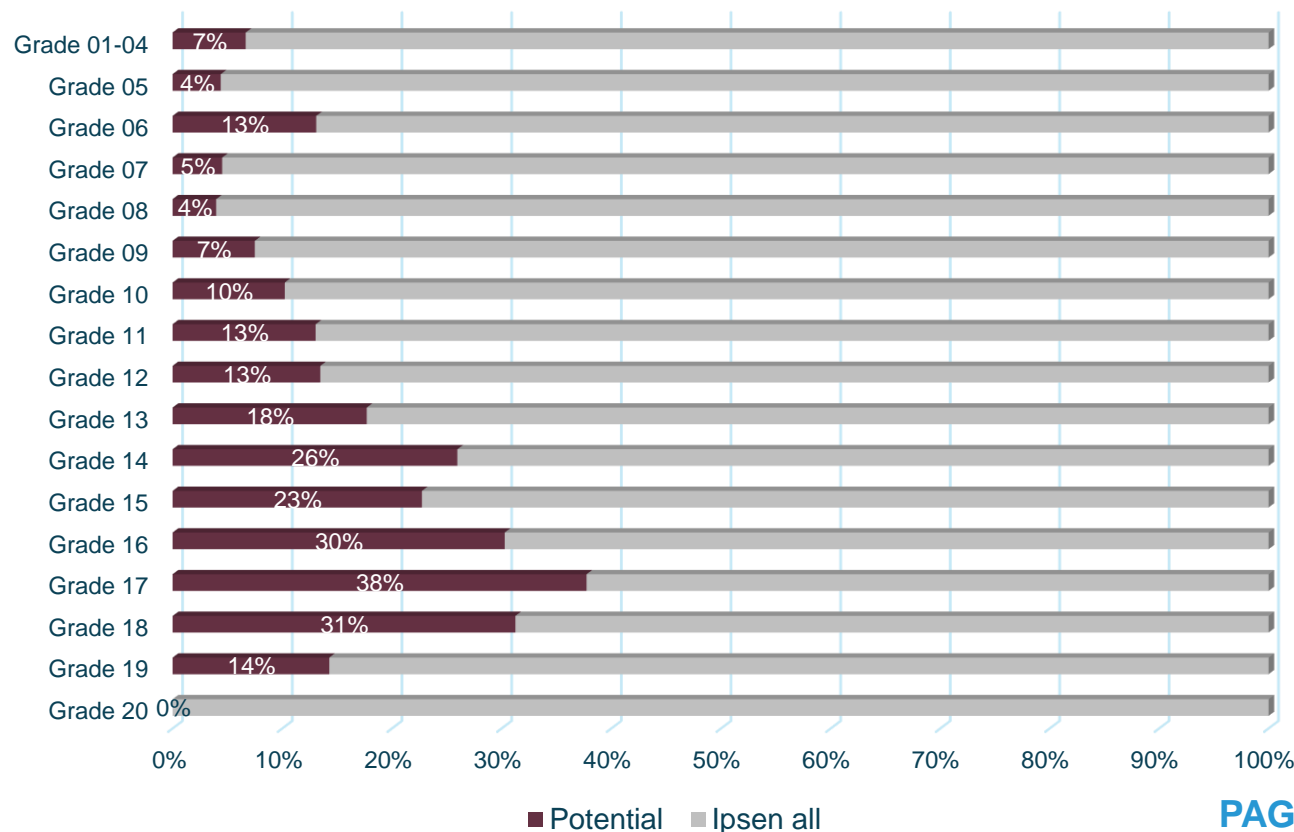
Potentials split by gender is representative of total Ipsen population



18% of total population are Potentials:

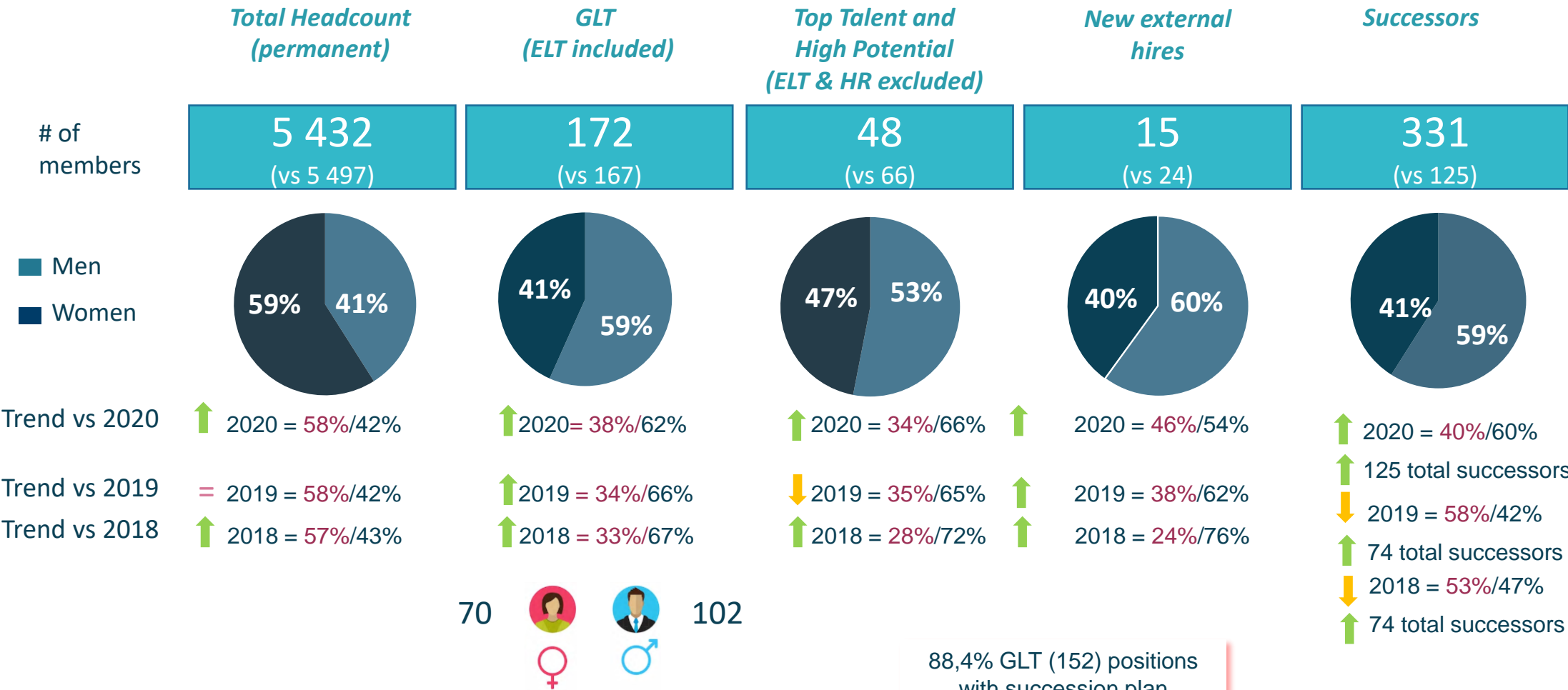


% of Potential per grade:



Gender balance: on our path to 50/50 in 2024

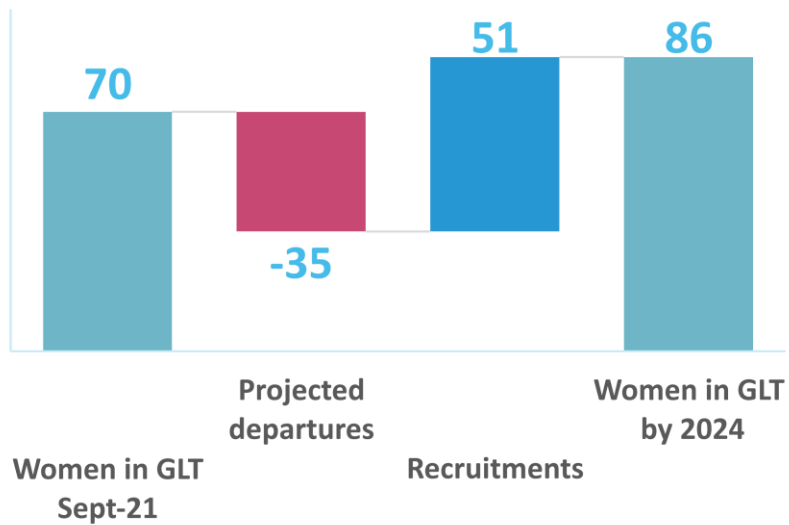
as of October 1st, 2021



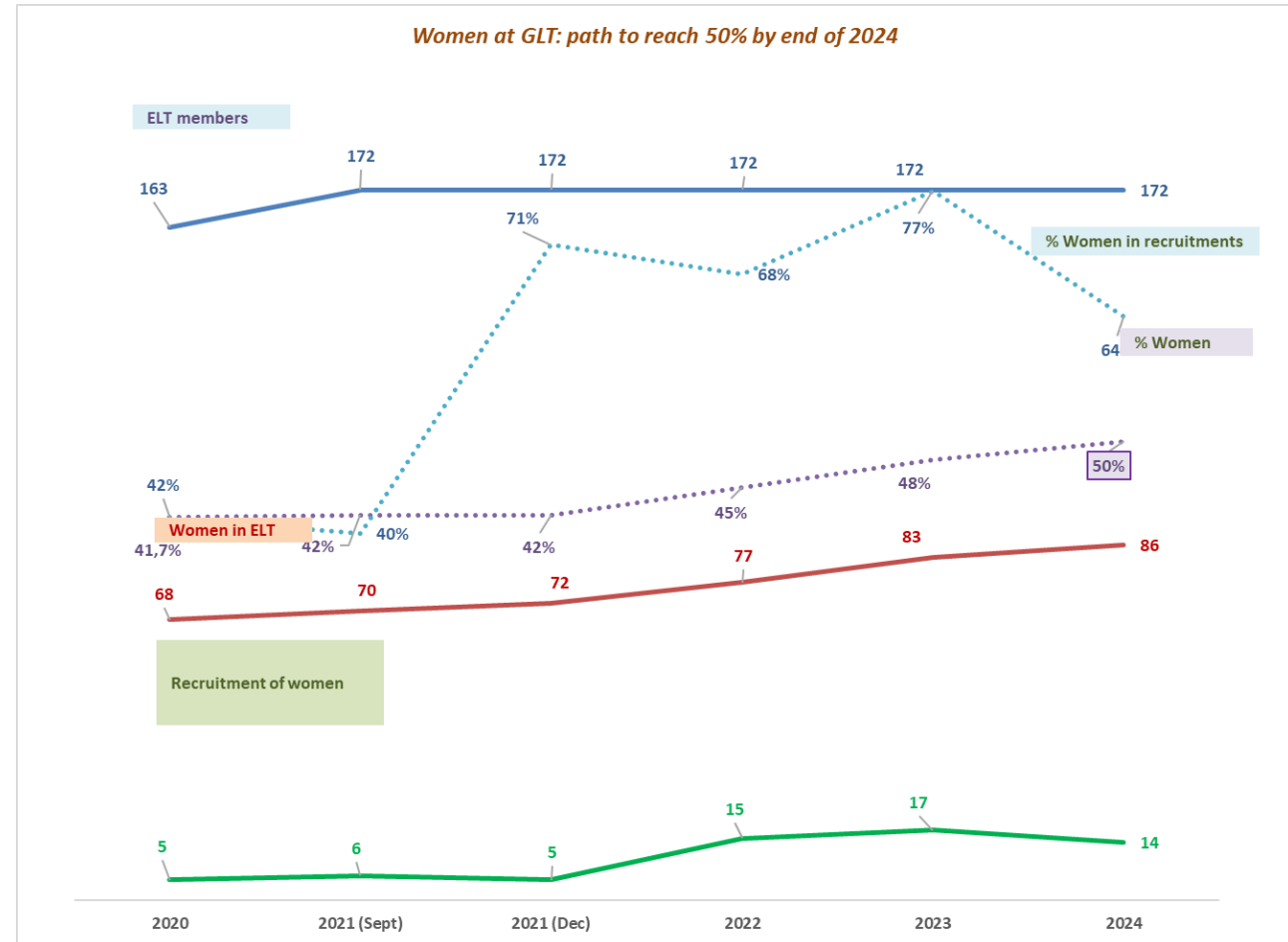
88,4% GLT (152) positions with succession plan



Workforce Planning to reach parity at GLT by 2024



As of Nov. 1st :
72 women / 41,6% of GLT



Proposed action plan to reach parity

	Recruitment Actions	Development Actions	Career management	Retention Actions	Engagement & Awareness
Internal pipeline Grade 11-15	<ul style="list-style-type: none"> Recruit 51 Women by 2024 to GLT (= 80% of current population) <p>Reinforce our current guidelines:</p> <ul style="list-style-type: none"> 50% of the short-listed candidates to be females Equal # male/female interviewers Increase the % of females in GLT succession plans (internal/external). Map the 82% of women with Potential not yet positioned in succession plan. Adapt International mobility policy to ease up global mobility 	<ul style="list-style-type: none"> Over representation (min. of 60%) of women in Ipsen acceleration programs : Fast track Talents / Next Generation Leaders Special focus on women talent pool in ELT People Reviews Enhance exposure in Speed Networking event (UK event: 54% - US event: 46%) Enhancing cross-moves for women as on-the-job development (54,6 % of women during last 12 months) 	<ul style="list-style-type: none"> Next career steps to be defined for all women with Potential to reach GLT (38% of Grades 13/14/15) Increase mobility quality data Mentoring or coaching for all women GLT members (72) to be put in place to support their career ambition 	<ul style="list-style-type: none"> Focus on women with high retention risks and GLT Potential (Grades 11 to 15): 20 women Digital coaching for all women identified as GLT successors and positioned in GLT succession plans (25 women) Implement Sponsoring from ELT (7 women – see next slide) Competitiveness of compensation & benefits packages to be reviewed for all women with Potential to reach GLT (137 women) 	<ul style="list-style-type: none"> Gender balance targets in ELT objectives setting (45% in 2022) Role models: Increase communication by leveraging testimonies & Interviews starting with ELT members Leverage Ipsen inclusion and diversity board
External Pipeline	<ul style="list-style-type: none"> External women talent mapping for GLT Jobs Scouting activities for identified successors to GLT positions Prioritization of females in Ipsen early talents rotation program 				<ul style="list-style-type: none"> EVP: Increase communication by leveraging testimonies & Interviews

Speed- Networking

- Speed networking sessions held during last 2 ELTs end of October & November in two of our Ipsen hubs
- All ready-to-use documents are available in HR Community SharePoint, Talent Management, Folder 14-Speed Networking
- Don't hesitate now to expose your talents to your Leadership team!



Bath Road



Cambridge

360 Feedback

Why?

Why introduce 360 feedback?

- In response to EES results
- To reinforce our feedback culture
- To support managers and their teams

Why one company-wide approach?

- To align with our WOB
- To harmonize (One Ipsen voice)
- To simplify (vs multiple questionnaires)
- To support data-driven insight gathering
- To save time and money to reinvest in coaching



1st we will LISTEN

Then will LEARN from you

And will ACT upon it

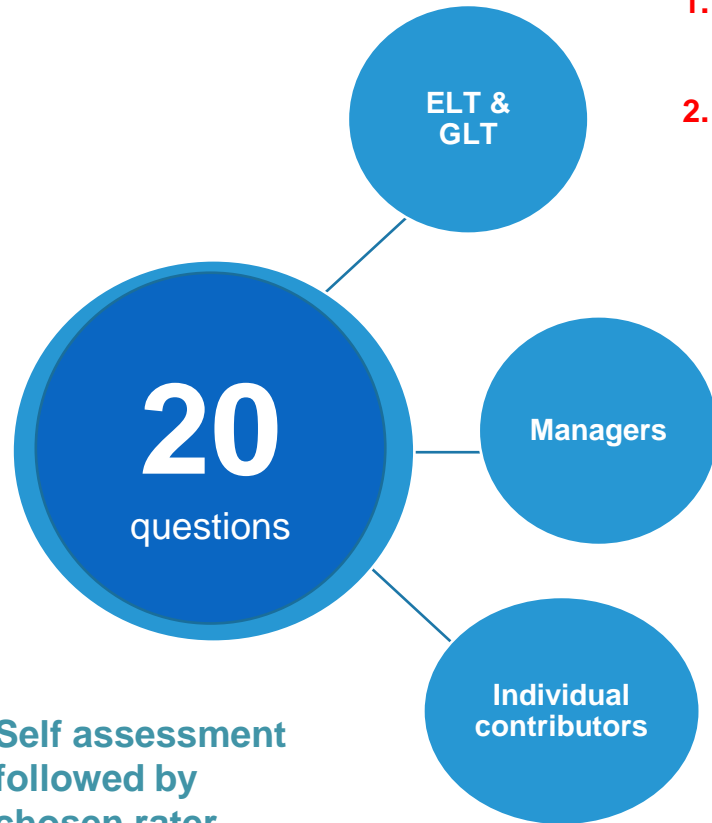
We Trust
each other

We Learn & Share
every day

We Own
the outcome

360 Feedback

How?



Questions tailored by role:

1. **Shapes company** strategy and sets long term agenda for own area of responsibility
2. **Creates an environment** for people to make reliable (credible), considerate, (respectful) and fair decisions

1. **Translates business unit/function** strategy into specific goals for own area of responsibility
2. **Makes** reliable (credible), considerate, (respectful) and fair decisions

1. **Integrates business unit/function** strategy into own objectives
2. **Offers** reliable (credible), considerate, (respectful) and fair recommendations

Questionnaire driven and maintained in Glint:

Hi, Chantelle!

Below you will be asked to rate yourself on a set of work behaviors. Please take a moment to reflect, and be as honest as possible. There are no wrong answers and your responses will be used to help guide your development.

01.

Translates business unit/function strategy into specific goals for own area of responsibility

Strongly Disagree Strongly Agree

1	2	3	4	5
---	---	---	---	---

360 Feedback

When?

- Pilot in 2021
- Ready to use in 2022 – cascade plan to be confirmed

Many thanks to our collaborators on this project



**Abbie
Pound**



**Alessandra
Benevolo**



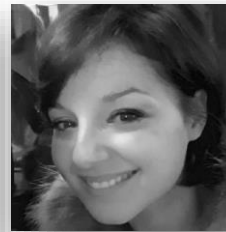
**Chantelle
Lejeune**



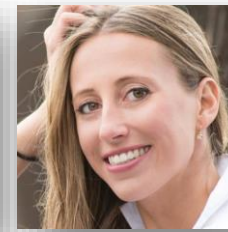
**Fanny
Billon**



**Fabienne
Astier**



**Jordana
Sekula**



**Michaela
Janickova**



**Monika
Gibson**



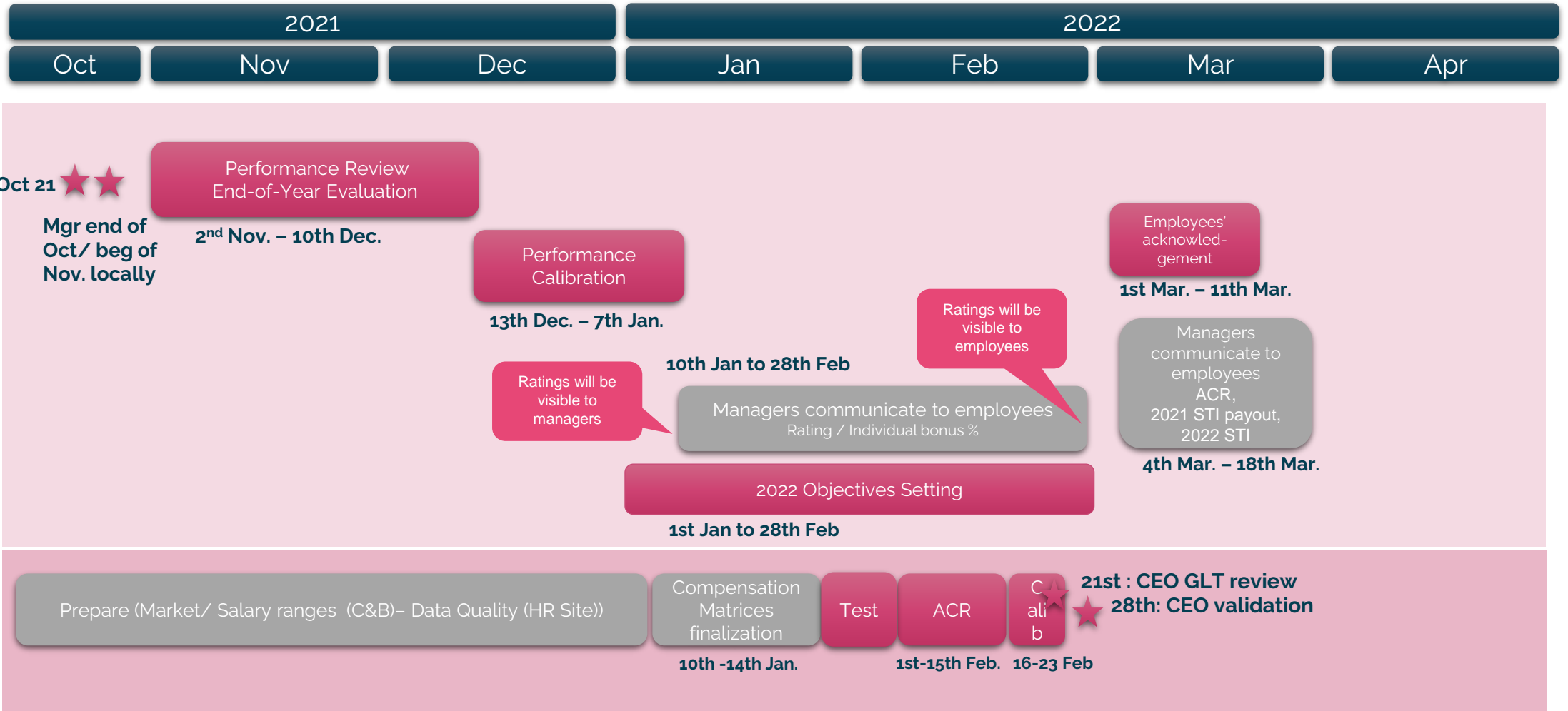
**Sophie
Marchandise**



H1-2022 Calendar



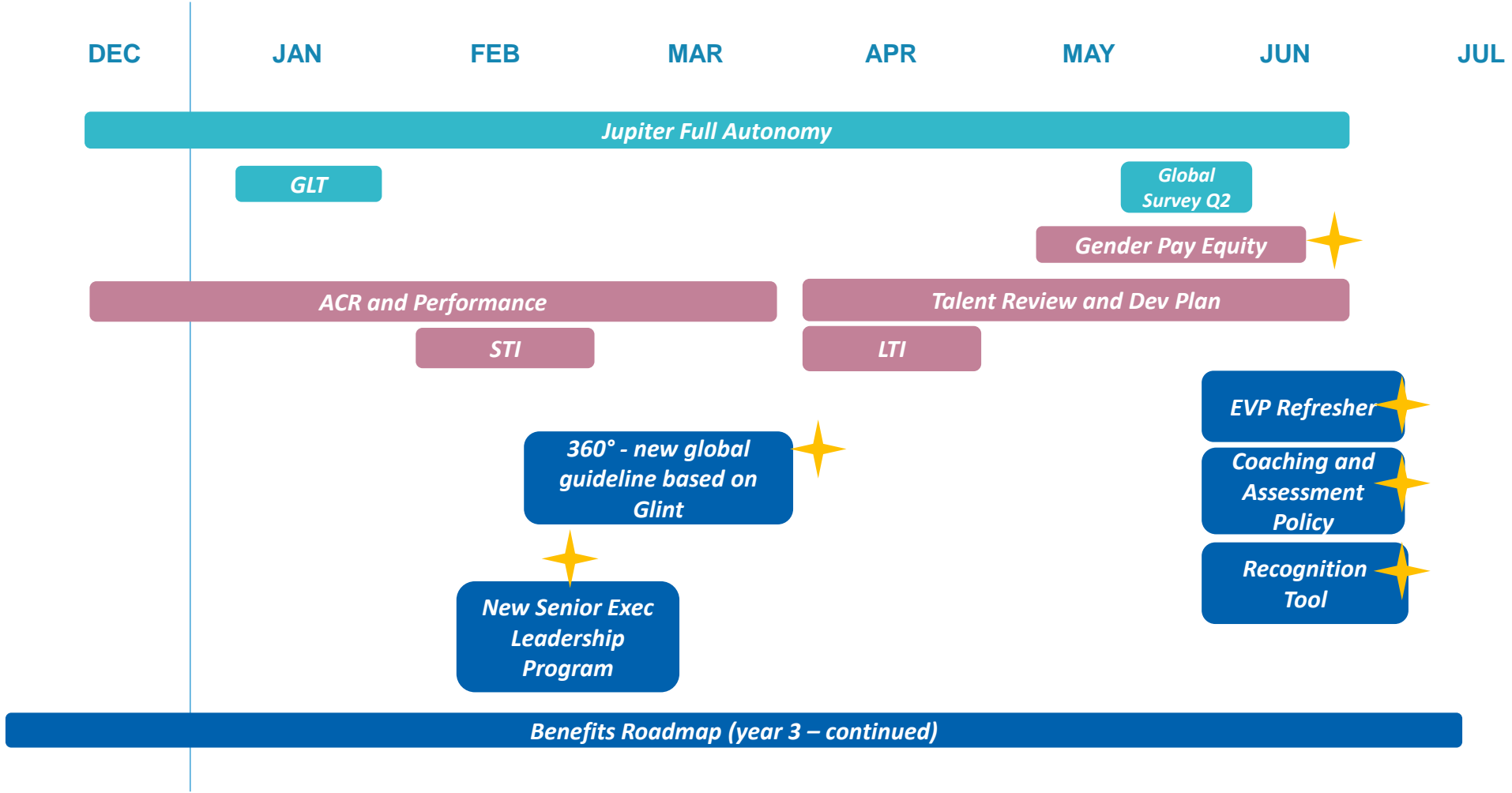
HR Planning - H2 2021 and 2022 – similar year-over-year



H1 2022 - HR Global Roadmap

IPSEN ALL
HR
Campaigns

 Local roll-out



THANK YOU

