

**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

September 12th 2022

HR Summer highlights!

- **CHC sale to Mayoly completed, but, still on the HR agenda!:**
 - Management of Transition Service Agreements and preparation of the final handover
 - « TDPA » countries: countries where employees remain at Ipsen until Mayoly sets up its own affiliate
- **Epizyme integration started**

Welcome to our new
Epizyme Colleagues!

Amy

KENNEY



Chantal

LOZANO



Jennifer

LUO



Marlon

ALLEN



Michael

SCHICK



Anushka

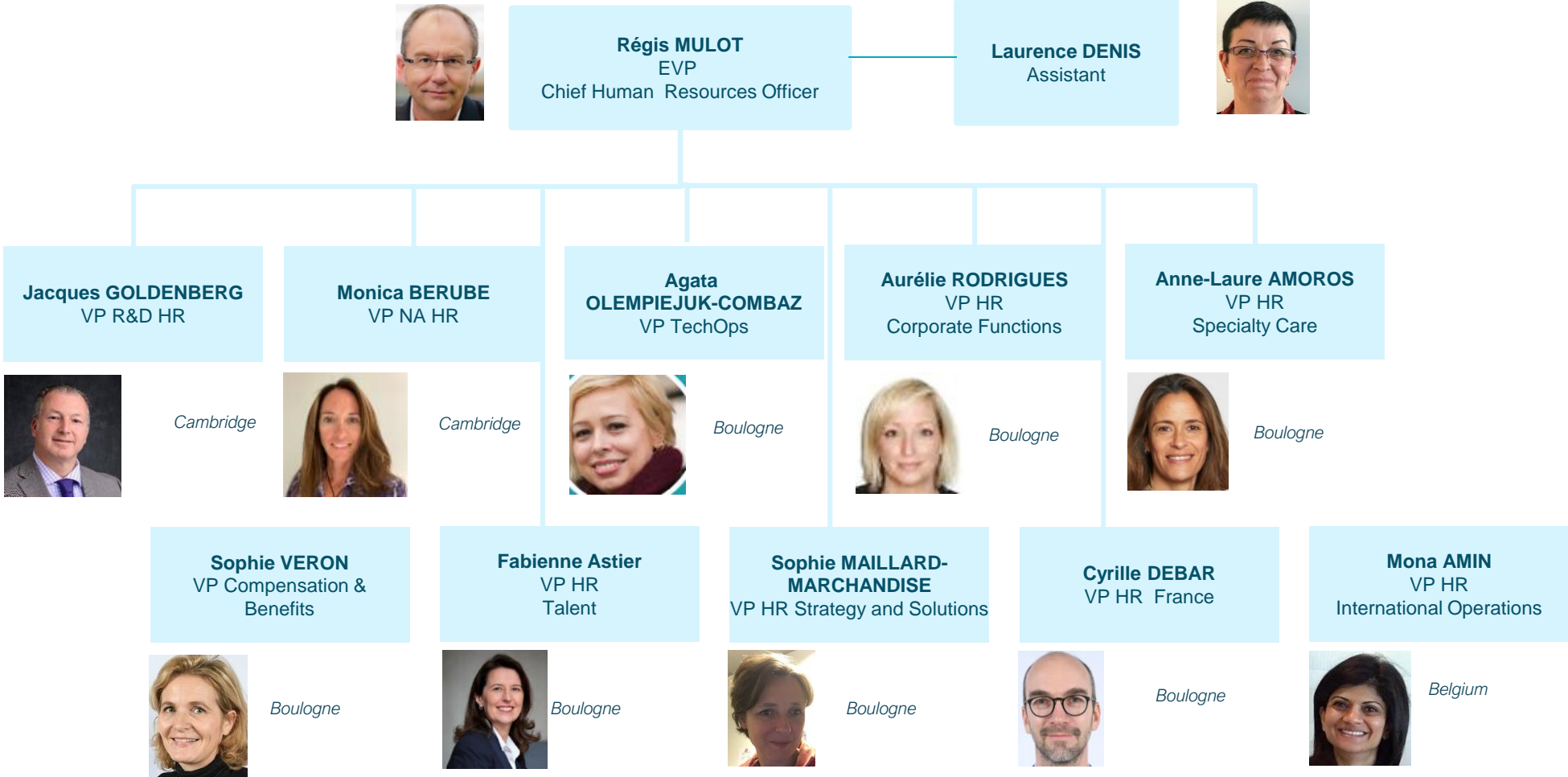
ARELLANO



Casey

HALL

HR Leadership Team



Agenda

01

Introduction

Welcome to newcomers
Opportunities in HR
Rewards & Achievements
Update on HR Calendar

02

Pulse Survey

Abbie Pound

03

TM Update

Fabienne Astier

04

BRAVO program

Sophie Véron, Romain Lévi, Thao Ngo

05

C&B Update

Sophie Véron, Romain Lévi



Introduction



Ipsen Best Workplaces Europe 2022!



Among 3000 Companies:










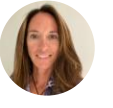




- 50 small companies
- 50 large companies
- 25 multinationals of which 6 Pharmas:
 - 25 Biogen
 - 23 Ipsen**
 - 12 Chiesi
 - 11 BMS
 - 7 Stryker
 - 2 Abbvie



And, since our last call, lots of other successful affiliates:

- 04/07/22 **Canada** GPtW
- 07/07/22 **Brazil** – Best Workplace Healthcare sector – Ranked 2nd
- 12/07/22 **Italy** - Best Workplaces™ for Diversity, Equity & Inclusion 2022
- 27/07/22 **UK-Bath Road**: Best Workplace for Women 2022

Welcome to our newcomers!

China	Shanghai	Kelly	ZHAO		Manager, Talent Acquisition Partner
Singapore	Singapore	Siti	SHAHDAN		Head of C&B, Asia
France	Boulogne	Claire	D'AVOUT		TA Specialist
		Candice	GAUTHIER		HRIS Project Manager
		Thach-Thao	NGO		Global HR Communication and Project Lead
Germany	Munich	Christina	BUSS		HR Business Partner
		Margareta	MOERWALD		HR Director DACH & Northern Europe (Overlap)
		Monika	ZECH		HR Specialist Payroll and Administration
United Kingdom	Slough	Mathilde	PILLOT		Talent Acquisition Partner
	Wrexham	Mollie	WRIGHT		Senior HR Advisor
	Milton Park	Wendy	HAYES		HR Business Partner, Milton Park and Bath Road
USA	Cambridge One Main	Monika	BERUBE		Vice President HR, North America Commercial
		Jacques	GOLDENBERG		VP R&D Human Resources
		Claire	REILLY		Employee Experience Associate
		Freddie	MARTINS		Associate Director, Talent Acquisition
		Kara	FORCIER		Senior Manager, HRBP

September opportunities – HR

Permanent

<i>Position</i>	<i>Manager</i>	<i>Location</i>	<i>Type of Contract</i>	<i>Link to Job Advertisement</i>
<i>HR Business Partner</i>	Amy WINSTON-ROBERTS	Wrexham	Permanent	HR Business Partner R-12104 Posting Date: 05/09/2022 Wrexham
<i>Assistant(e) Ressources Humaines F/H</i>	Cyril Debar	Boulogne	Permanent	Assistant(e) Ressources Humaines F/H CDI R-11354 Posting Date: 06/09/2022 Boulogne
<i>Juriste Relations Sociales F/H</i>	Cyril Debar	Boulogne	Permanent	Juriste Relations Sociales R-11570 Posting Date: 20/07/2022 Boulogne
<i>Global Head of HR, R&D, Partnering and North America</i>	Régis Mulot	Cambridge	Permanent	Global Head of HR, R&D, Partnering and North America R-11579 Posting Date: 13/07/2022 Cambridge One Main
<i>Director Talent Acquisition, UKI & ROW</i>	Fabienne Astier	Bath Road	Permanent	Talent Acquisition Hub Lead, UKI and ROW R-10600 Posting Date: 19/04/2022 Slough
<i>Talent Acquisition & Management Partner (m/w/d)</i>	Margareta Moerwald	Munich	Permanent	Talent Acquisition & Management Partner (m/w/d) R-11090 Posting Date: 16/05/2022 / Munich
<i>HR Operations Lead /Manager, Germany</i>	Margareta Moerwald	Munich	Permanent	HR Operations Lead / Manager- R-09986 Posting Date: 31/01/2022 reposted 02/08/2022

iPerform and Compensation

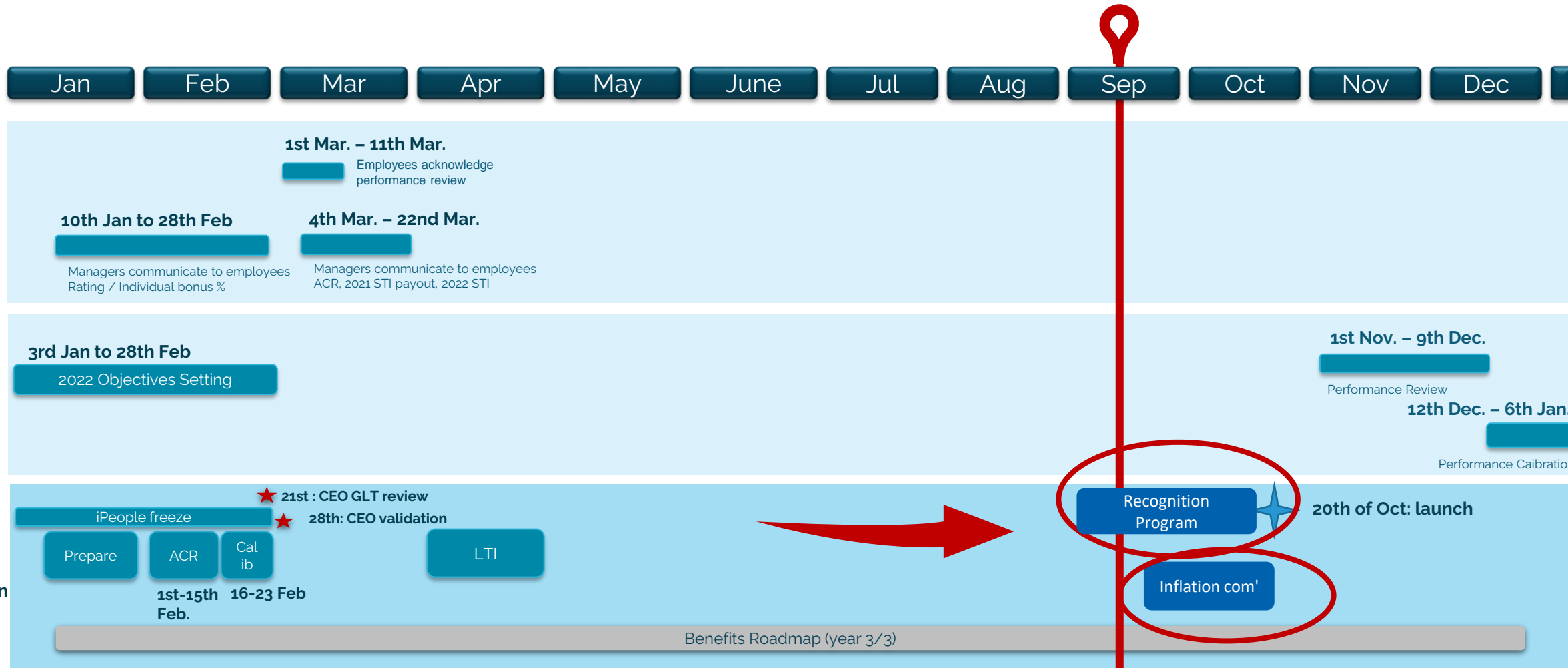
2022



iPerform

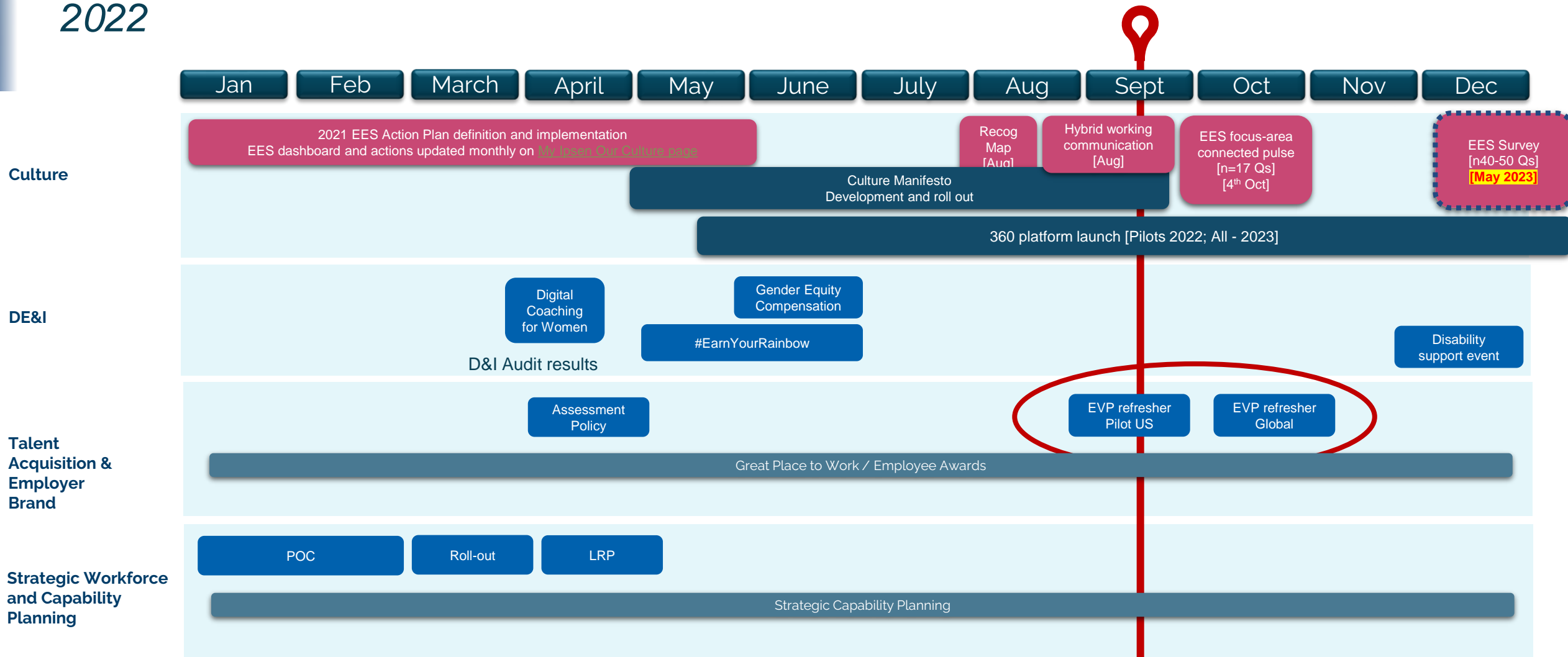


Compensation



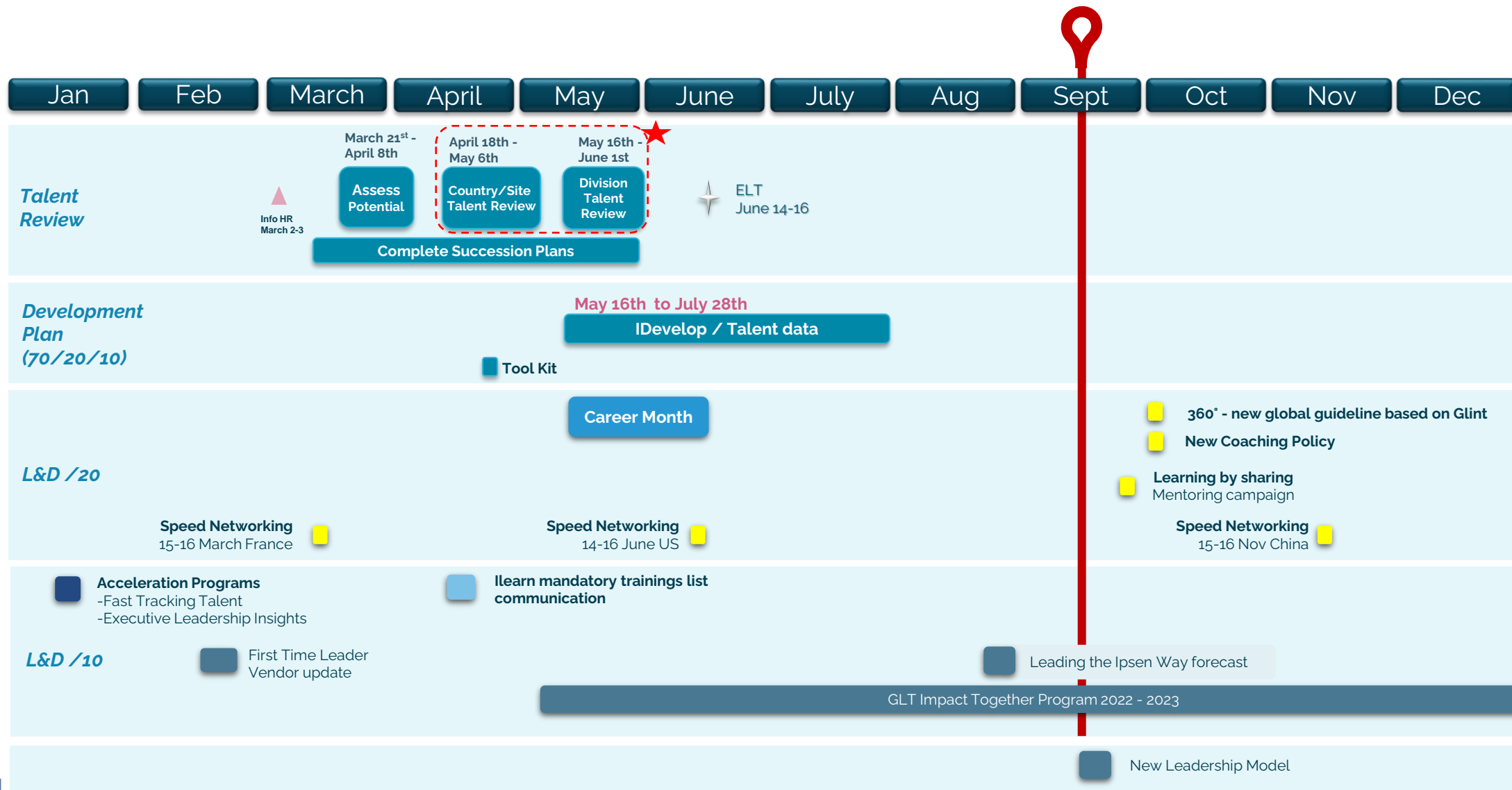
Talent Management

2022



Talent Management

2022



Talent Management



Learning & Devpt

★ Go to Page 6

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



BRING
the full potential of
our innovative medicines
to patients



BUILD
a high-value
sustainable pipeline



BOOST
a culture of collaboration
& excellence



DELIVER
efficiencies to enable
targeted investment & growth



Action Pulse 2022

What do you need to know?

September 2022

Action Pulse 2022

- We **LISTENED**, we **LEARNED**, we **ACTED**
- Following our last Global Engagement Survey, a focused, purpose-driven effort has gone in to affecting change
 - 51% of managers uploaded an action into GLINT
 - 3,177 actions in total
- But **what IMPACT have these collective actions had** on lighting up our culture at Ipsen?
- It's time to find out...



ACTION PULSE 2022

4 - 24 October 2022

Let's find out what impact our collective actions have had on our culture at Ipsen!

Lighting up our culture by delivering actions that lead to real impact for us, and for our healthcare partners, patients, and society

Ipsen is partnering with Glint, a third-party partner, to ensure confidentiality and an optimal experience.



Action Pulse 2022

- **18 high-impact questions to:**
 - Assess overall engagement
 - Measure progress against top 10 focus areas identified following the Employee Engagement Survey in Oct 2021
 - Assess perception of our commitment to D&I
 - Determine Ipsen's focus on patient centricity
 - Gather first impressions on the new hybrid working model
 - Measure whether people feel action has been taken
 - Ask what has improved since the last survey
 - Offer a free-text opportunity for any other comment
- **Audience**
 - All-Ipsen employees
- **Timelines**
 - **4th October launch;** will run for 3 weeks
 - **Appeal to you – our HR colleagues – to block time to do the survey in first week to support GHRM session**

How happy are you working at IPSEN?

I would recommend IPSEN as a great place to work

I have good opportunities to learn and grow at IPSEN

My direct line manager knows how to create an atmosphere of openness and trust

My direct line manager provides me with feedback that helps me improve my performance

I feel satisfied with the recognition or praise I receive for my work

There is good clarity around accountability (who owns what / who is the single point of accountability)

People at IPSEN take a genuine interest in each other's well-being

In the last 3 months, how would you rate your level of stress?

Teams at IPSEN collaborate to get things done

How satisfied are you that Ipsen is committed to improving the diversity of its workforce and the inclusiveness of its working environment?

At IPSEN we do a good job removing barriers that slow down our work

Communications are handled well when changes are made here

IPSEN is focused on patients, working deeply to understand and improve the patient journey

I am confident that within the newly defined hybrid model of working I will be more effective

I believe meaningful action has been taken as a result of the 2021 Employee Engagement Survey

Give one example of what has improved at Ipsen since the last survey in October 2021

Do you have any suggestions you would like to make in relation to Ipsen culture and your engagement?

What is your role?

- **Ensure iPeople is up to date before 30th September**
- **Promote completion of the survey**
 - Comms kit will follow later today
 - Drop-in sessions for you and your managers 25th & 27th Oct – invites to follow
- **Support leaders and managers in assessing the outcomes of the action plans they put in place following the 2021 Global Survey**
 - Celebrate
 - Course correct
- **Dedicated contacts for translations 😊**



For a refresher of how to use the Glint platform, please find the HR training video [HERE](#) and the presentation [HERE](#)

Action Pulse Comms Assets

Teams' backgrounds

Posters



ACTION PULSE 2022
4 - 24 October 2022

Let's find out what impact our collective actions have had on our culture at Ipsen!

ACTION PULSE 2022
4 - 24 October 2022

Let's find out what impact our collective actions have had on our culture at Ipsen!

Lighting up our culture by delivering actions that lead to real impact for us, and for our healthcare partners, patients, and society

Ipsen is partnering with Clint, a third-party partner, to ensure confidentiality and an optimal experience.



ACTION PULSE 2022
4 - 24 October 2022

ACTION PULSE 2022



Email Header / Signature Banner

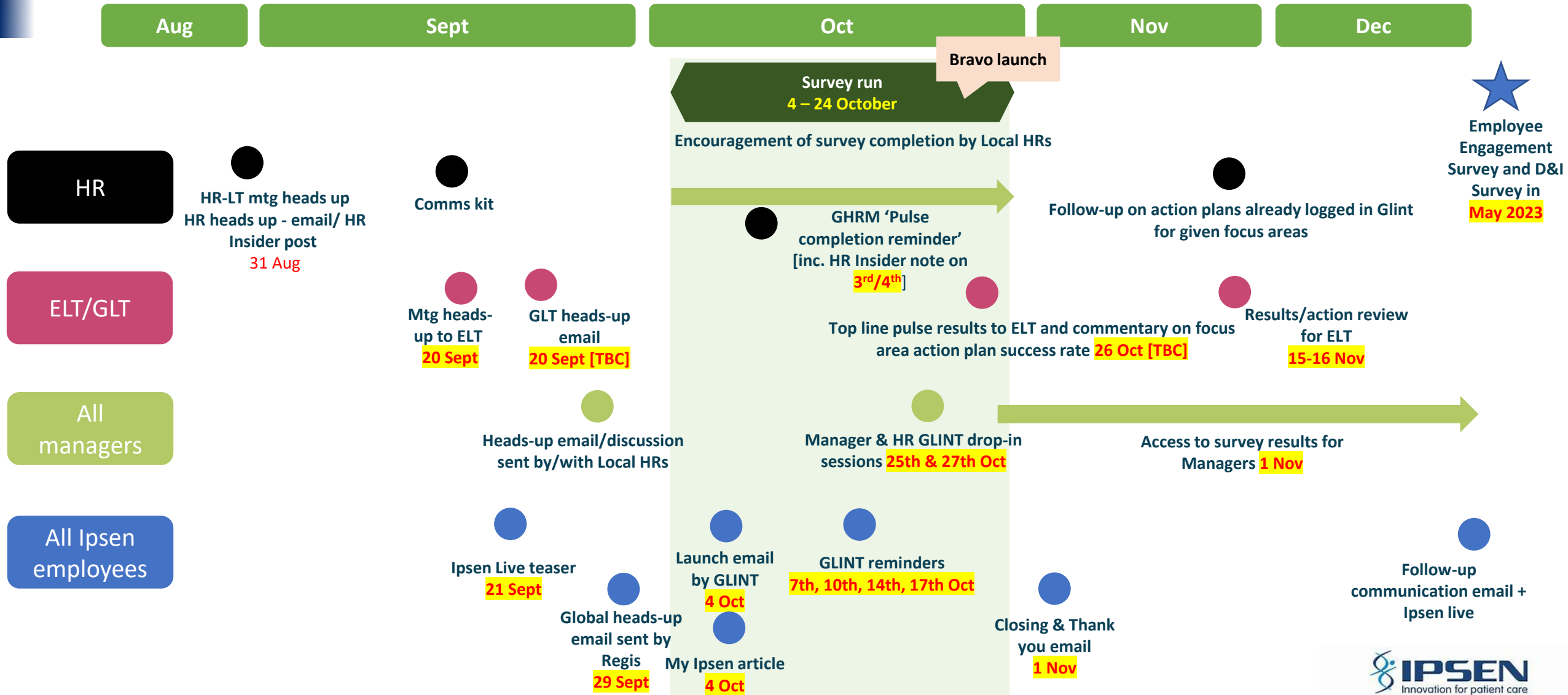


ACTION PULSE 2022
4 - 24 October 2022

Let's find out what impact our collective actions have had on our culture at Ipsen!



Action Plus 2022 – Communication Plan



Key Facts

- Launch date: October 4th 2022
- Duration: 3 weeks
- Glint reminders: 7th, 10th, 14th, 17th October
- Key quote: We **LISTENED**, We **LEARNED** and We **ACTED** –
What has been the IMPACT?
- HR & Manager Drop in Sessions: 25th & 27th October
- Results available from: Beginning of November
- Global communication dates:
 - ELT Reminder 20th September
 - GLT 20th September (to be confirmed)
 - Managers 21st September
 - Ipsen Live Teaser 21st September
 - Employees 29th September
 - My Ipsen Article 4th October

ACTION PULSE 2022 **4 - 24 October 2022**

Let's find out what impact our collective actions have had on our culture at Ipsen!



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



BRING
the full potential of
our innovative medicines
to patients



BUILD
a high-value
sustainable pipeline



BOOST
a culture of collaboration
& excellence



DELIVER
efficiencies to enable
targeted investment & growth



Talent Management Update

Integrated Talent Strategy

Our **focus is to integrate** all elements of the talent value-chain to act upon our **business objectives** and **ensure optimal end-user experience**.



 We Anticipate

We Identify 

 We Develop

We Hire 

 We Engage

The value-chain: HRBP & BHR

Take-away: Our key activities until December (the 20th, because we are off after that 😊)

What we did

We Anticipate

Talent Management

- SWP horizon 2025
- *Pivotal Roles: Success profiles and career paths for GM, GBL, Asset Leads (upcoming)*

We Identify

Talent Management

- Talent Review 2022

OID

- Competitive mappings (x8)

We Develop

Talent Management

Ipsen 360°: 212 surveys completed!

Coaching policy & 360 deployment (upcoming)

L&D

Leadership → launch 3H model

- Impact Together: launched
- Ongoing Leading the Ipsen Way
- First Time Leader

Career Acceleration

- ELI
- Accelerating Women Leaders
- Fast Track Talent

General

- x1000 LI Learning licenses

We Hire

Talent Acquisition

EVP

- Pilot US & France
- TA process
- Roles and Responsibilities launch
 - *Re-launch Referral Program (upcoming)*
 - *MBA rotation program launch (upcoming)*

We Engage

Culture

Culture Manifesto

- Launched and ongoing deployment by GLT members
- 51% managers with EES focus-area-related actions in Glint
- *Pulse Survey (upcoming)*

D&I

- International Women's day
- Pride Month
- *Disability Month (upcoming 14.11 – 09.12)*

What we need

Talent Management

Need:

- B23 Headcount monthly forecast (Staffing Plan '23)

Talent Management

Need:

- Follow-up Talent Review 25% HiPo to be positioned in succession plans
- Enrich succession plans (65% when identified = internal placement)
- Identify candidates for career acceleration programs (FTT, AWL, ELI)

OID

- Selection, assessment & scouting/OD priorities

Talent Management

L&D

Need:

- Follow-up with GLT members Impact Together cascading (we will keep you appraised)
- Identify gaps/needs not covered by existing programs/offer

Talent Acquisition

Need:

- EVP roll-out in your regions (we will keep you appraised)
- TA Process → integrated process with hiring managers + candidates (focused on experience)

Culture

Need:

- Support GLT members in deploying culture manifesto and feedback to Abbie on results (great engagement tool 😊)

D&I

Need:

- Create a D&I movement (align locally etc.)

Value-chain highlights

We Anticipate!



What we did

Talent Management

- SWP horizon 2025
- *Pivotal Roles: Success profiles and career paths for GM, GBL, Asset Leads (upcoming)*

What we need

Talent Management

Need:

- B23 Headcount monthly forecast (Staffing Plan '23)

Value-chain highlights

We Identify!



What we did

Talent Management

- Talent Review 2022

OID

- Competitive mappings (x8)

What we need

Talent Management

Need:

- Follow-up Talent Review 25% HiPo to be positioned in succession plans
- Enrich succession plans (65% when identified = internal placement)
- Identify candidates for career acceleration programs (FTT, AWL, ELI)

OID

- Selection, assessment & scouting/OD priorities

Value-chain highlights

We Develop!



What we did

Talent Management

Ipsen 360°: 212 surveys completed!

Coaching policy & 360 deployment (upcoming)

L&D

Leadership → launch 3H model

- Impact Together: launched
- Ongoing Leading the Ipsen Way
- First Time Leader

Career Acceleration

- ELI
 - Accelerating Women Leaders
 - Fast Track Talent
- ## General
- x1000 LI Learning licenses

What we need

Talent Management

L&D

Need:

- Follow-up with GLT members Impact Together cascading (we will keep you appraised)
- Identify gaps/needs not covered by existing programs/offer

Value-chain highlights

We Hire!



What we did

Talent Acquisition

EVP

- Pilot US & France

TA process

- Roles and Responsibilities launch
- *Re-launch Referral Program (upcoming)*
- *MBA rotation program launch (upcoming)*

What we need

Talent Acquisition

Need:

- EVP roll-out in your regions (we will keep you appraised)
- TA Process → integrated process with hiring managers + candidates (focused on experience)

Value-chain highlights

We Engage!



What we did

Culture

Culture Manifesto

- Launched and ongoing deployment by GLT members
- 51% managers with EES focus-area-related actions in Glint
- *Pulse Survey (upcoming)*

D&I

- International Women's day
- Pride Month
- *Disability Month (upcoming 14.11 – 09.12)*

What we need

Culture

Need:

- Support GLT members in deploying culture manifesto and feedback to Abbie on results (great engagement tool 😊)

D&I

Need:

- Create a D&I movement (align locally etc.)

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



BRING
the full potential of
our innovative medicines
to patients



BUILD
a high-value
sustainable pipeline



BOOST
a culture of collaboration
& excellence



DELIVER
efficiencies to enable
targeted investment & growth



BRAVO Update



Recognition Program – ***Bravo!***

HR WEBCAST – September 12th, 2022

Objectives of the session

Key principles and messages, communication plan and sneak peek of the platform

- Regroup and (re)align on the objectives of the program and the key messages
- Reveal our first demo of Bravo!
- Update on the revised timeline
- Get prepared for a successful launch
- Share the next steps and what is expected from the HR community

Key Principles



- Foster recognition at Ipsen



- Set clear, consistent, fair, inclusive & transparent guidelines



- One global online program & tool for all, fully compliant



- Ipsen culture / Way of Being at the heart of recognition



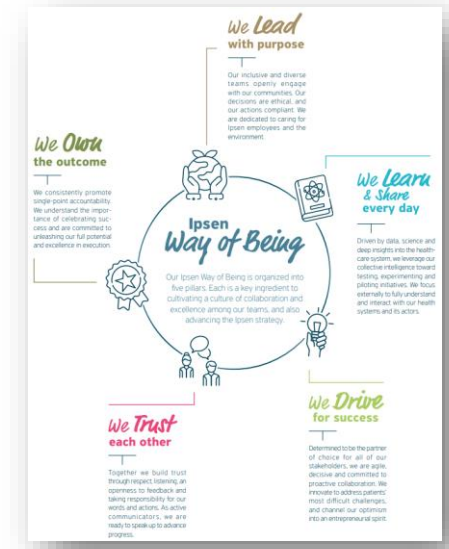
- Recognize and exemplify behaviors that have real impact



- Owned by leaders, and supported by strong communication

Overview of the program

- **What:** One Global Recognition program to foster recognition at Ipsen, based on peer-to-peer recognition.
- **Why:**
 - Strengthen employee **engagement** and grow our culture
 - Recognize and exemplify **behaviors that have real impact**, which support Ipsen Way of Being and our Culture Manifesto
 - Create an equitable **employee experience** for ALL and available at country/division/ function level
 - Reinforce bonds between employees, to strengthen the **sense of belonging**
- **When:** Global launch planned on **October 20th, 2022 – [new date](#)**
- **How:** A **global digital user-friendly platform** with “**Thank You notes**” and “**Award points**” (redeemed in a marketplace), forming the basis of the program. Local existing initiatives to be integrated in the Global Program.



Our Culture Manifesto

We belong to a purpose-driven, collaborative, and caring company where I am accountable for creating a meaningful impact for healthcare partners, patients, and society.

We are focused, nimble, and inclusive, and I can be Authentic. True. Myself.

Driven by science and data, we think big, act with passion, and execute with precision.

My contribution is recognized, and together we take a stand through our Way of Being.

Acting responsibly and tenaciously, now and for the future.

This is my Ipsen!

Award structure

4 pillars to differentiate. **Thank You** as the foundation

Managed by GLT/ELT

CEO
Award

Spot
Award

Award Points
redeemed
on market place

Thank You Note

All
employees
can give
and receive

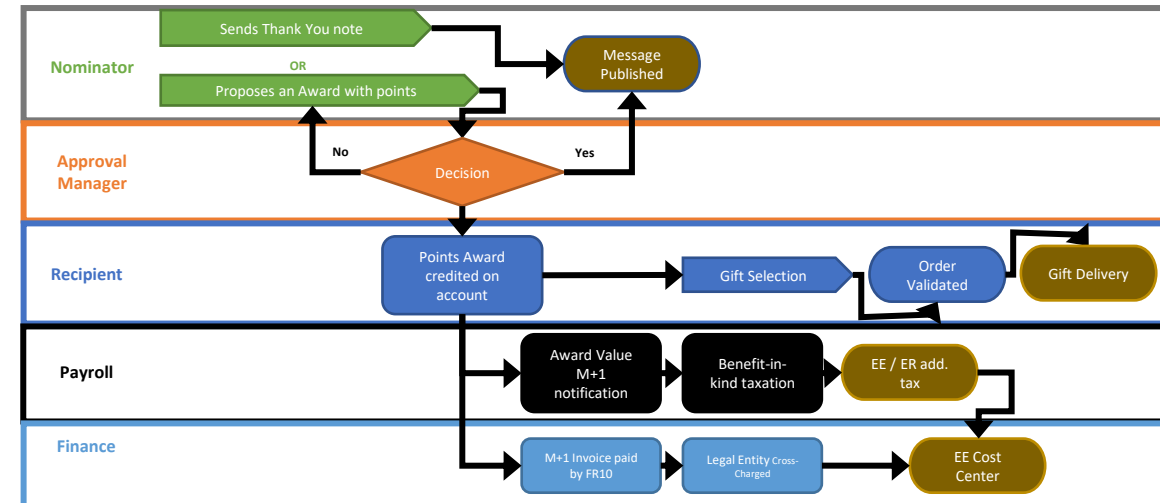
Global launch to all employees
on October 20th, 2022

- Awards with points to be redeemed on a marketplace, to recognize **exemplary behaviors**. Several levels linked to magnitude of **impact**
- Require **approval** from nominee's manager to ensure fairness and equity
- Budget managed at Division level
- **Thank You** is the **foundation** of our Recognition program
- To be done anytime, to and by anyone, freely, to make it part of our **daily life** at Ipsen
- Using the Bravo! platform **magnifies the recognition** by allowing others to congratulate and comment

Key takeaways from the process workflow

Full details coming soon

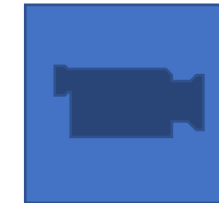
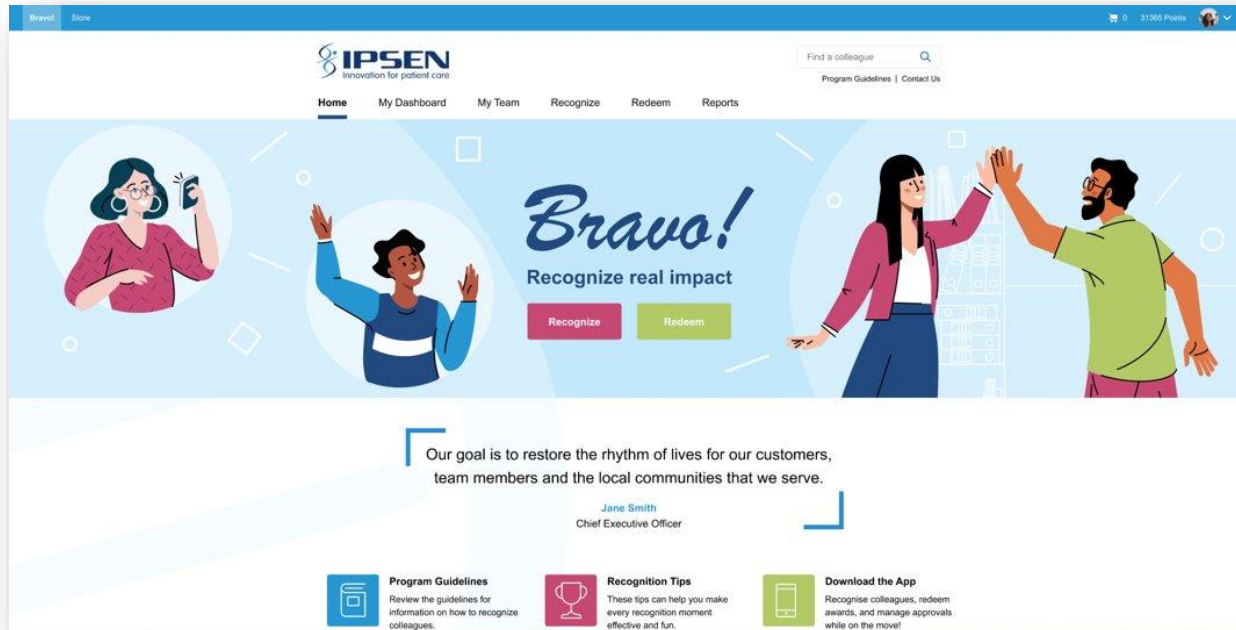
- ✓ **Digital process** to share a thank-you note or an award to anyone
- ✓ **Manager approval** for fairness consistency
- ✓ **Recipient chooses** among a large choice of goods & services in the **marketplace**
- ✓ Benefit-in-kind values **provided in iPeople** (accessible in “Bonus & OTP report”) for payroll
- ✓ **HR dashboards & reports**
- ✓ **Single invoice** paid by Ipsen
- ✓ **Budget by Division**



Platform access and functionalities

Soon accessible via www.ipsen.to/bravo and mobile app

- Recognition can be done **easily**, at **anytime**, to **anyone**, via Ipsen customized platform, accessible via www.ipsen.to/bravo and mobile app.
- Quick demo: **nomination & approval process** for a Bravo! Award



Features in Bravo!

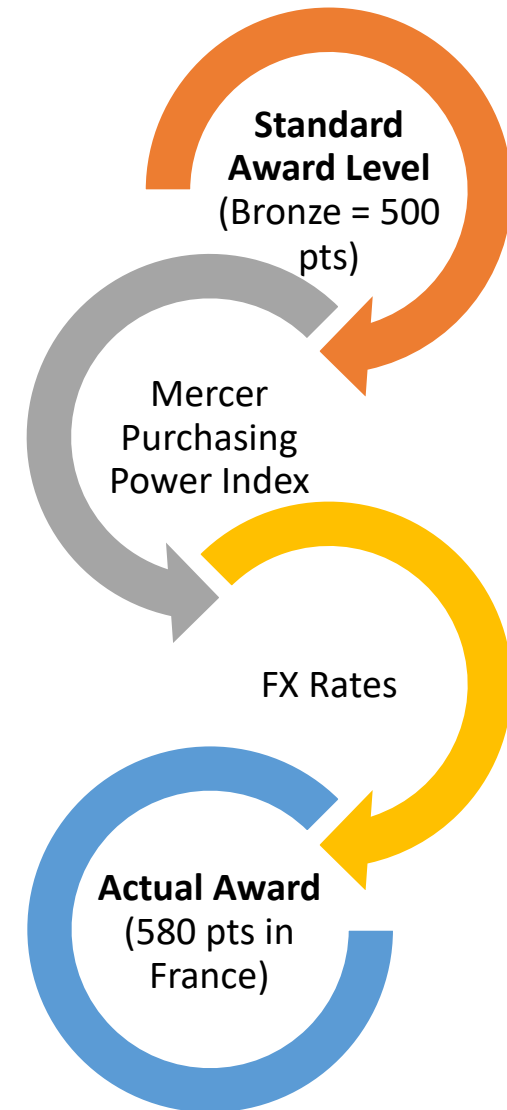
Standard of Living Index (SOLI)

Fairness and equity are important for all our employees, so we have activated the Standard Of Living Index (SOLI) in Bravo!

This ensures any recipient to receive an award providing an equivalent purchasing power wherever you are located.

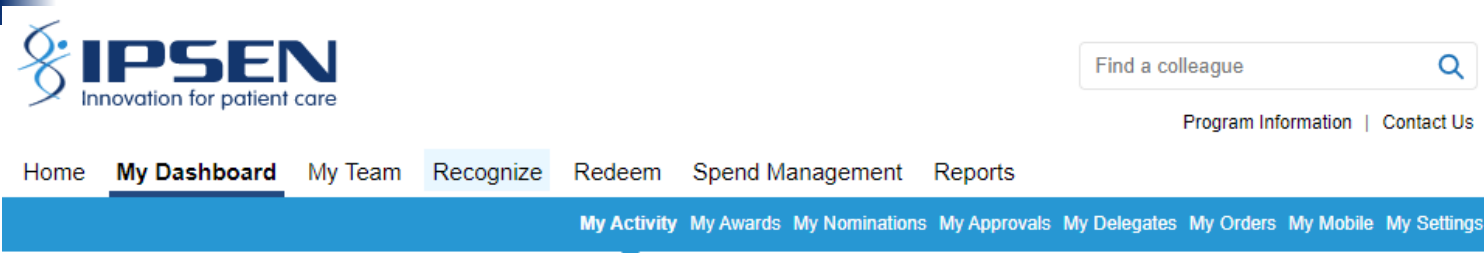
- **Equity is not about earning the same amount of points, but it's about having the same purchasing power on the marketplace**

We use a combination of the renowned Mercer Purchasing Power Index and average FX rates to adapt the number of points delivered.



Features in Bravo!

My Dashboard



My Dashboard allows the employee to see and manage :

- The received awards
- The nominations made
- The required approvals (for manager)
- Choose a delegate for approval in your absence
- Check your order(s)

My Team offers multiple resources and analytics to see who, when and how was recognized.

It also shows who your team has recognized and who recognized your team



Key milestones for successful launch



Weekly calls to onboard HR & managers Aug - Oct Teaser campaign Sept 21st - Oct 19th Global launch Oct 20th

Global HR action	Onboarding sessions. FAQ sent to gather feedback W/c Sept 5th	Q&A sessions Starting Sept 13th	Technical sessions W/c Sept 26th		For HR community	
	Q3 HR Webcast. Teaser communication package sent to HR Sept 12th	Deployment kit + guidelines materials sent to HR Sept 19th		GHRM Oct 12th		
	Send the communication + Slide deck to GLT Sept 13th	Communication to all managers + invitation for manager sessions Sept 27th		Managers global session Oct 17th		
		Teaser announcement by project sponsors in Ipsen Live Sept 21st	Teaser article on My Ipsen Sept 22nd	Teaser communication Sept 22nd – Oct 19th	Global communication to all employees Oct 20th	For all employees
Local HR action					Manager local sessions Oct 18th - 19th	For managers
				Teaser campaign Sept 22nd – Oct 19th	Site/virtual launch events Oct 20th	For all employees
Read and provide feedback to complement the FAQ						

Teaser communication campaign preview

Starting from September 21st, till October 20th



- Digital assets are privileged
- Package will be delivered in printable and editable files to allow translation if needed
- Designs for goodies & giveaways (stickers, mugs, bottles, pens) will also be delivered
- Please reach out to Core team if other designs are needed

Check list for local HR

To ensure the success of the communication plan and platform launch

- ✓ **Complete FAQ** that will be shared by Group team on HR insider
- ✓ **Proofread** and **translate** the content for the platform and communications
- ✓ Relay **teaser** and **launch** communication campaign
- ✓ Start preparing and planning **launch events**
- ✓ Train and support managers and employees with **local guidelines** (approval process, tax declaration, etc.)

What is expected from HR?

HR plays an important role in the success of the program

- **Advocate:**

- **Promote** the program, convey the **key messages**
- **Embark our managers** and **encourage** our people to take part in the journey

- **Facilitate:**

- Complete the program's documentation with **on-the-field insights** and provide feedback to the project team
- Organize **local dedicated sessions for managers** to answer to their questions and explain technical guidelines
- **Explain** and **advise** our managers when needed

- **Activate:**

- Organize **local launch events** (gathering, breakfast, lunch, coffee break, CEO talk, etc.) which brings excitement, catches the employees' attention and emphasizes the importance of the program

Stay tuned on **HR Insider** for more information!



Bravo!
Recognize real impact



Useful contacts:

- Romain Levi
- Amanda Dini
- Erin Sheehan
- Sophie Veron
- Abbie Pound
- Thao Ngo
- Siv-Sane Kin

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



BRING
the full potential of
our innovative medicines
to patients



BUILD
a high-value
sustainable pipeline



BOOST
a culture of collaboration
& excellence



DELIVER
efficiencies to enable
targeted investment & growth



C&B Update

THANK YOU

