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to patients



**BUILD**  
a high-value  
sustainable pipeline



**DELIVER**  
efficiencies to enable  
targeted investment & growth



**BOOST**  
culture of collaboration  
& excellence



# Global HR Webcast

December 5<sup>th</sup> 2022

# Agenda

01

## Introduction

Welcome to newcomers  
Opportunities in HR  
Rewards & Achievements

04

## Talent Update

Pulse survey main outcomes and action plan  
Disability Awareness Month (TBC)  
Impact Together  
EVP

02

## Overview of our 2023 HR Agenda

05

## C&B Update

Bravo update  
2023 Performance Management evolution

03

## HR Pulse Survey results



# Introduction



# Welcome to our newcomers!

***Anna***

WALSH



Ireland

HR Director, Dublin

***Elodie***

JACQUET



France

HR officer

***Karima***

ABCHICHE



France

Junior HR officer

***Mashaël***

ALMOHAIZE



Saudi Arabia

HR & Office Manager

***Mahault***

BOUCHER



France

Training Officer

***Malvina***

BELLON



France

HR Coordinator

***Siobhan***

HARLING

Australia

HR Business Partner

# November opportunities – HR

# Permanent

<i>Position</i>	<i>Manager</i>	<i>Location</i>	<i>Type of Contract</i>	<i>Link to Job Advertisement</i>
<b><i>HR Business Partner H/F</i></b>	Fanny BILLON/ Anne Chevalier	Les Ulis	Permanent	<a href="#">HR Business Partner H/F R-12634   Posting Date: 22/11/2022   Les Ulis Courtaboeuf</a>
<b><i>Head of Talent Operations</i></b>	Fabienne Astier	Boulogne	Permanent	<a href="#">Head of Talent Operations R-12635   Posting Date: 21/11/2022   Boulogne</a>
<b><i>Global Head of HR, R&amp;D, Partnering and North America</i></b>	Régis Mulot	Cambridge	Permanent	<a href="#">Global Head of HR, R&amp;D, Partnering and North America R-11579   Posting Date: 13/07/2022   Cambridge One Main</a>

# Latest employer awards

10/10/22 **Belgium & Netherlands – Great Place to Work (renewed)**



13/10/22 **Algeria/Tunisia/UAE - Great Place to Work**



25/10/22 **Canada – Best Workplace for Inclusion 2022**



22/10/22 **Spain – Great Place to Work 2022**



16/11/22 **UK Milton Park – Great Place to Work 2022**



**39 accreditations across 23 countries (including Shingo)**



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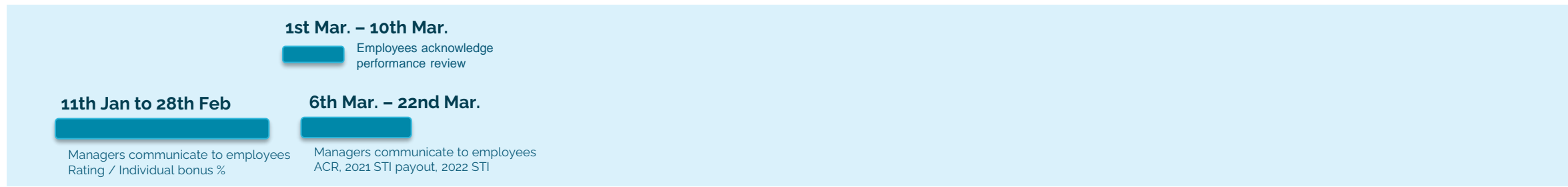
# Overview of our 2023 HR Agenda

**Sophie M.**

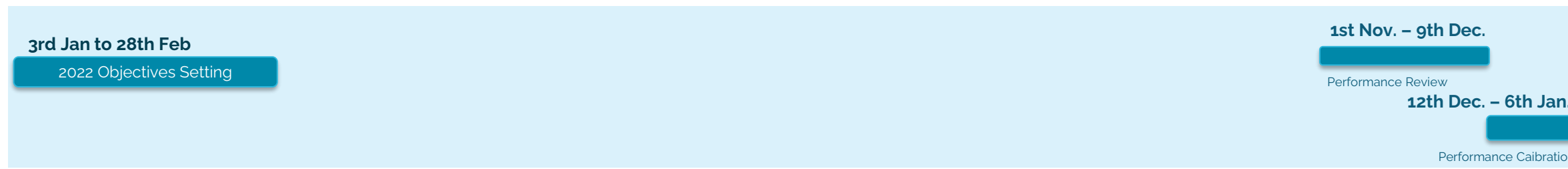
# iPerform and Compensation 2023



iPerform



Compensation



# Talent 2023



■ TM/L&D Insights 2022 (Year + Q4)
 ■ TM/L&D Insights Q1 2023
 ■ TM/L&D Insights Q2 2023
 ■ TM/L&D Insights Q3 2023



Talent Management

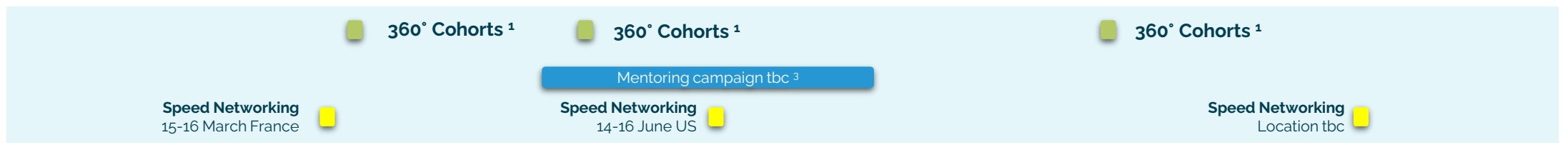
Talent Review



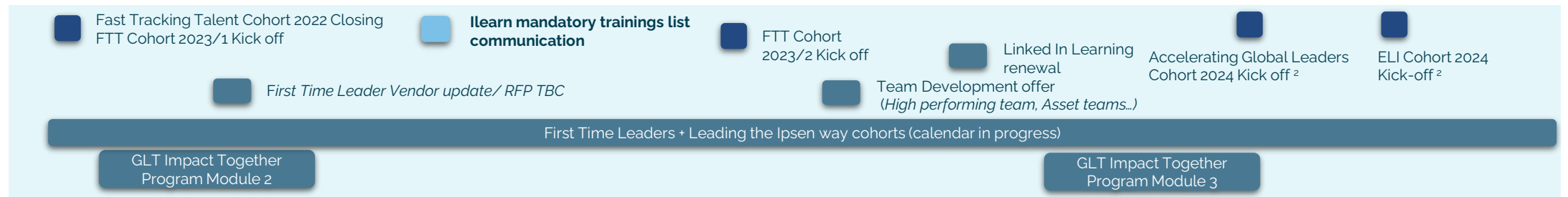
Dev. Planning



L&D /20

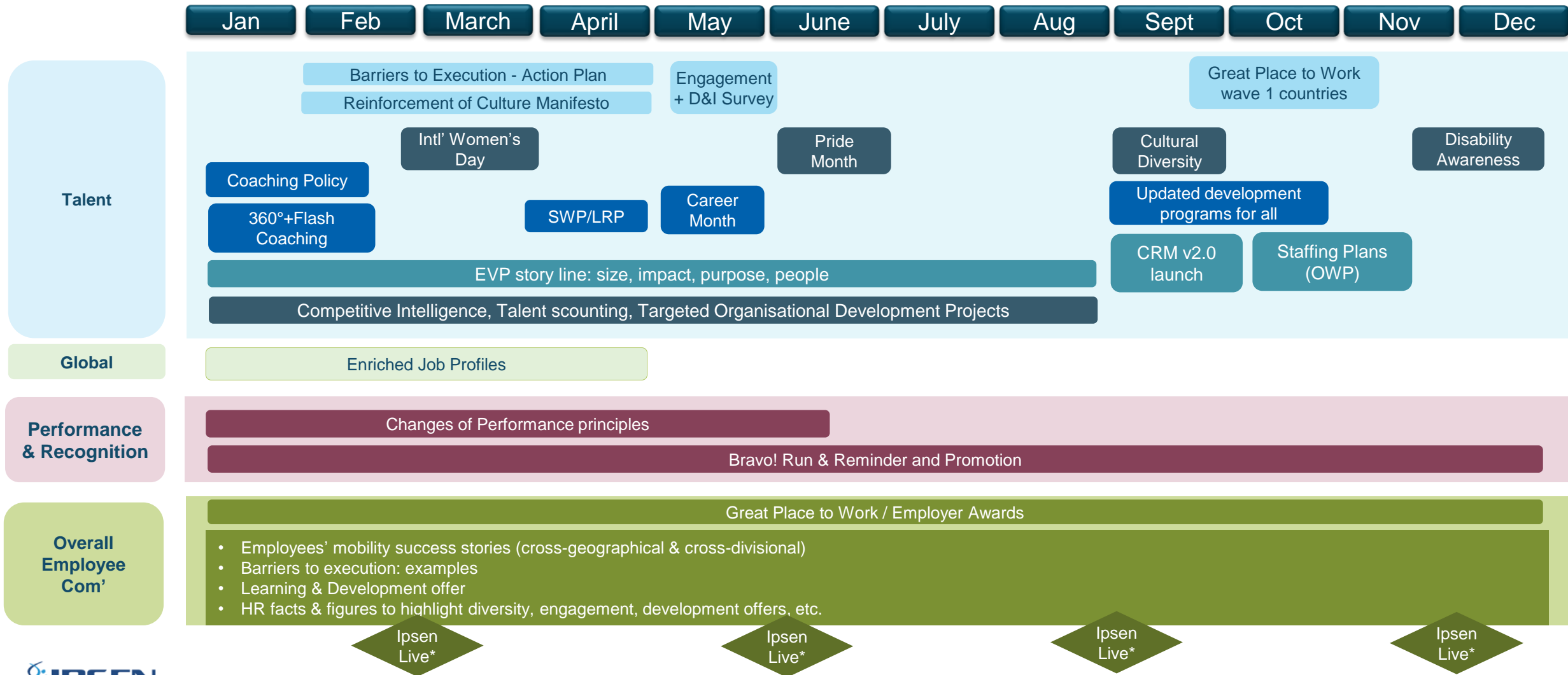


L&D /10



Learning & Devpt

# Global HR Projects & Communication Plan - 2023



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# HR Pulse Survey

Aurélie and Regis

# Human Resources

*HR engagement score has increased by 5 pts and is now 2 pts above Ipsen's overall score*

## Pulse Overview

Oct '22 Engagement

# 78

Company vs Oct  
76 ↑ 5

<p>Response Rate</p> <h1>86%</h1> <p>181 of 211 responded</p>	<p>Comments</p> <h1>239</h1> <p><a href="#">View all Comments</a></p>	<p>Engagement Favorability 78%</p> <p>vs Oct</p>
---	---	--

<p>Questions</p> <h1>18</h1>	<p>11 Scores Increased</p> <p>3 Scores Decreased</p>	<p>10 Scores Above Company</p> <p>6 Scores Below Company</p>
------------------------------	--	--

# 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
<b>2022</b>	<b>76</b>	<b>78</b>	<b>79%</b>	<b>86%</b>	<b>211</b>	<b>75</b>

# Human Resources

## Top 3 Strengths & Opportunities

3 scores decreased compared to 2021 survey:

- Barriers to Execution
- Collaboration
- Recognition

TOP STRENGTHS	TOP OPPORTUNITIES
<ul style="list-style-type: none"><li>● <b>Humanity - Wellbeing - Culture</b> People at IPSEN take a genuine interest in each other's well-being.</li></ul>	<ul style="list-style-type: none"><li>● <b>Ipsen - Accountability</b> There is good clarity around accountability (who owns what / who is the single point of accountability).</li></ul>
<ul style="list-style-type: none"><li>● <b>Action Taking</b> I believe meaningful action will be taken as a result of this survey.</li></ul>	<ul style="list-style-type: none"><li>● <b>Ipsen - Hybrid Model</b> I am confident that within the newly defined hybrid model of working I will be more effective.</li></ul>
<ul style="list-style-type: none"><li>● <b>Ipsen - Diversity Improvement</b> How satisfied are you that IPSEN is committed to improving the diversity of its workforce and the inclusiveness of its working environment?</li></ul>	<ul style="list-style-type: none"><li>● <b>Barriers to Execution</b> At IPSEN we do a good job removing barriers that slow down our work.</li></ul>

# Human resources

## *Summary of most common verbatims*

- New **hybrid working model** recognized as a main changer to improve work life balance and flexibility, but also perceived in geographies as not bold enough and can be an obstacle to attract talent
- HR population recognize action taken to improve in all areas. However, on **D&I communication and prioritization could be put also at a higher level**
- Countries with a **management vacancy** (USA, Germany) score lower than others
- Efforts to remove barriers to execution are recognized. However, people are identifying **too many systems and processes not robust enough** to support them in an efficient way, thus making efforts almost ineffective. This leads to more complexity and unclarity.
- **Collaboration** should improve to remove silos and duplicate projects/initiatives that are leading to barriers to execution
- In terms of recognition, HR population feel they are recognized within the HR community but not by the business which tend to see them **only as problem solvers and not business partners**
- **Workload** and **stress** still are heavy especially to number of projects to be deployed at all levels

# Human Resources

## Evolution on the main items

Pulse Date  Grouped  Ungrouped

Sort ▾	Oct 2021	Oct 2022
Respondents	162	181
Engagement	73	78
Ipsen - Openness Trust	77	81
Ipsen - Patient Focused	--	80
Feedback	73	76
Ipsen - Diversity Impr...	--	75
Humanity - Wellbeing...	69	74
Growth	71	72
Ipsen - Hybrid Model	66	69
Action Taking	63	68
Recognition	69	68
Collaboration	67	66
Change Communication	58	61
Ipsen - Accountability	57	58
Barriers to Execution	54	53
Ipsen - Stress	--	47

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# Pulse Survey

Abbie Pound

# We LISTENED, we LEARNED, we ACTED

Following our Global Employee Engagement Survey in October 2021, a focused, purpose-driven effort has gone in to affecting change:



**No. of managers with actions uploaded in Glint: 660 (51%)**  
*Average number of actions added per manager: 4.8*



**No. of Glint Focus Areas Actions Added: 3,177**

**1<sup>st</sup> we will LISTEN**

**Then will LEARN from you**

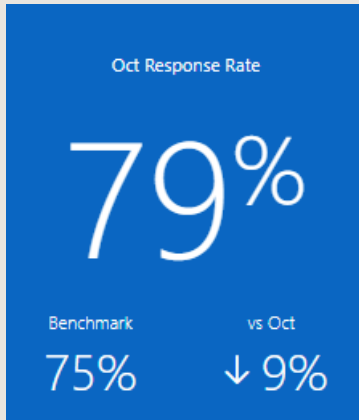
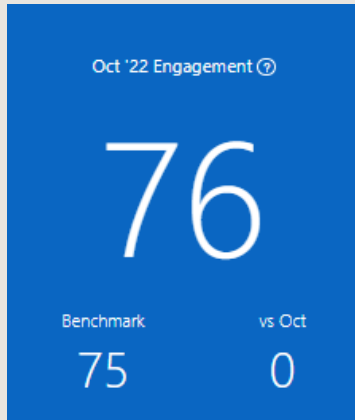
**And will ACT upon it**

**We Trust**  
each other

**We Learn & Share**  
every day

**We Own**  
the outcome

What has been the **IMPACT** of these collective actions?



Engagement Favourability (eSat + Recommend)



RESPONSES

# 4,197

SCORES INCREASED

# 4

COMMENTS

# 4,923

SCORES DECREASED

# 6

### Participation

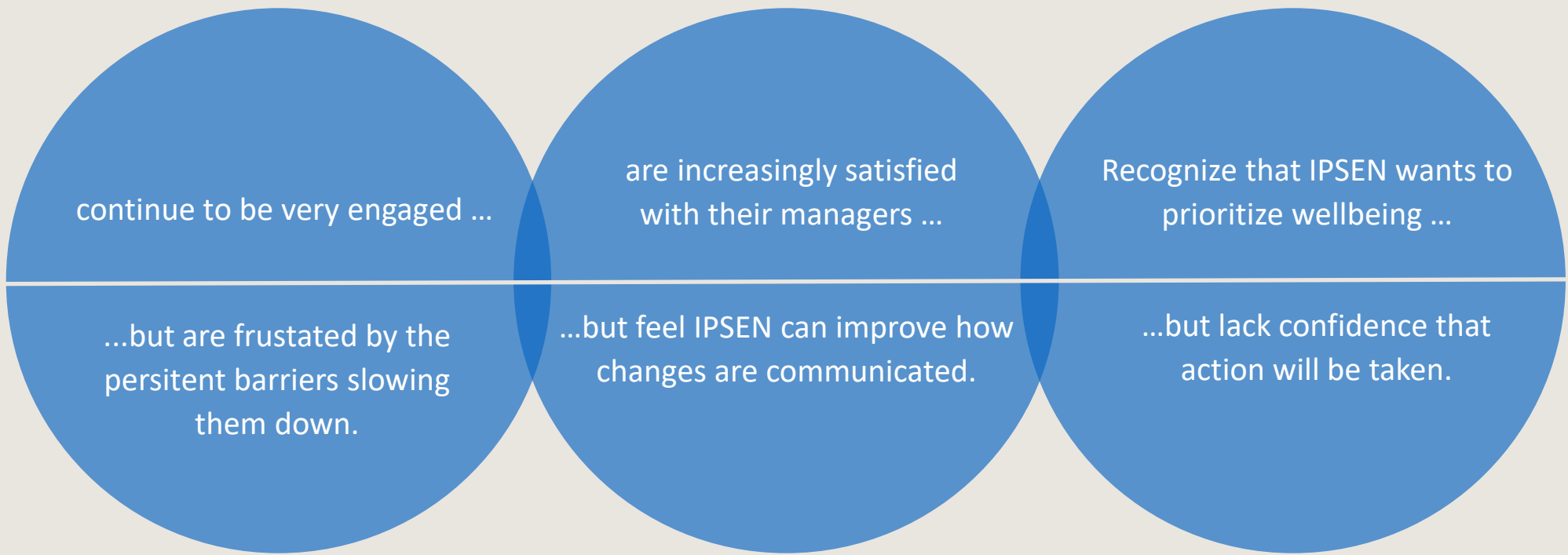
- 79% response rate, above benchmark but 9% decline since 2021. The USA saw the largest drop-in response rate down 21% since October.
- 4,923 comments left by 50% of employees (Glint average 33%)
- Acting quickly and visibly on results will help maintain strong response rates.

### Scores

- The overall Engagement score is 76 (1 point above the Global benchmark) with low unfavourability.
- 4 scores increase and 6 decreased.
- 2 items above benchmark and 6 below.

### Repeat Responders (N=3,142)

- Engagement score is 74, declined 2 points since 2021, 1 point below the Global benchmark.
- 12 scores decreased, 1 increased.



# In 2021, commitment was made at Ipsen Live to focus on Growth and Barriers to Execution

## Our commitments for our future together

### 1) Let's focus on your **personal growth**

- **Something new and relevant, including one new skill, to learn** every year for each Ipsen colleague

### 2) Let's look at your **career path**

- Each manager will have as objective to support 100% of their team members to **craft robust individual development plans**

### 3) Let's be proud of our **impact on patients and society**

- Increase opportunities to **hear the patients, customer and stakeholder voice** and **interact with them**

### 4) Let's share why our **growth story will continue**

- Increase knowledge of **our current and future portfolio** and of **our partners**



2022 results show reason to **celebrate**

## Remove barriers to execution: Focus, Stop, Simplify

### 1) **Focus**

- If it is **not in the Group Strategic priorities it is not a priority**. New programs need collective ELT approval

### 2) **Stop or do not start**

- **“One program in, one program out”**: For each new program/policy/process, **stop at least 1** less important or nice-to-have process/policy/program

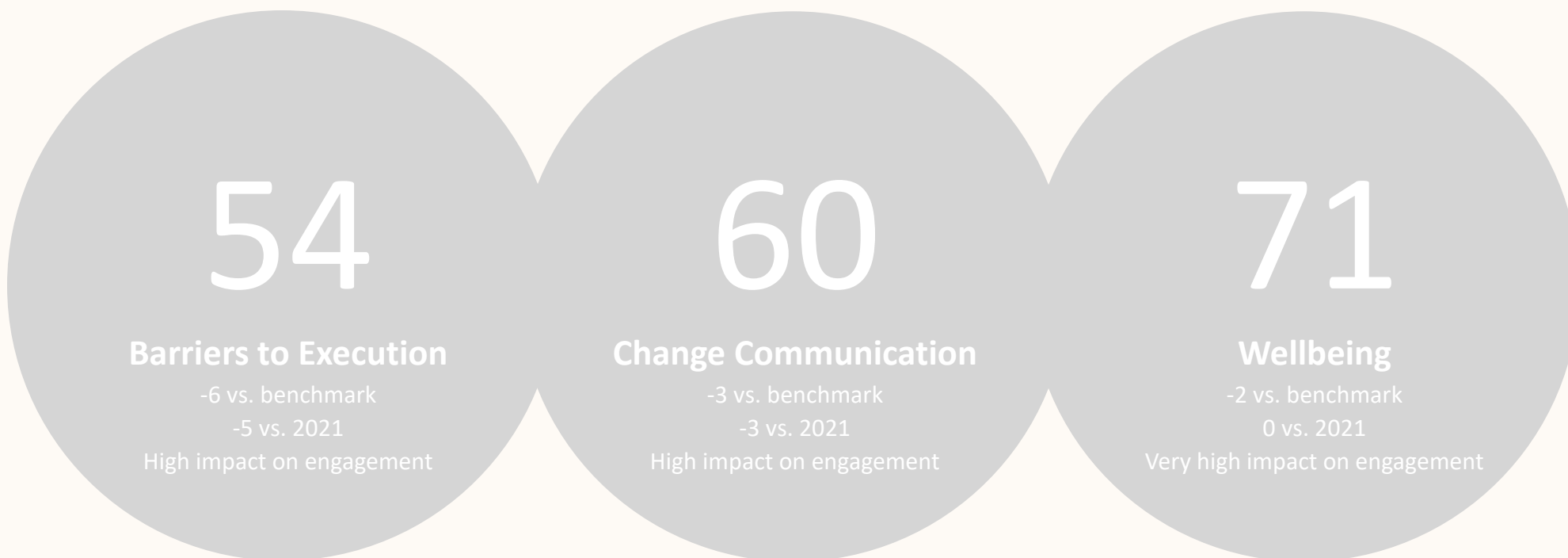
### 3) **Simplify**

- Apply clear **meeting discipline**: no agenda = no meeting ; no clear decision-maker = no meeting; review number of meeting participants
- **Reduce the time** spent on **mandatory training sessions by 50%** (combination of number and length)



2022 results show need to **course correct**

## Relative opportunities to improve at IPSEN.



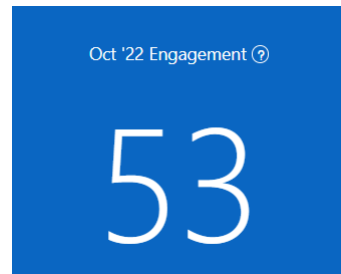
Average engagement score for those who are favorable on all three drivers is 91

That is a 15 point increase from where we are today.

# People at IPSEN who believe action will be taken are notably more engaged.

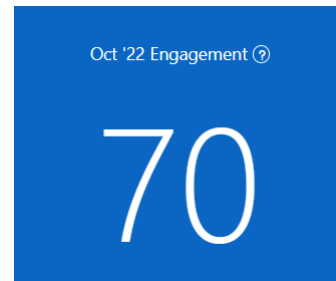
Yet many employees are lacking confidence they will see meaningful actions.

Action Taking: Unfavorable (n = 712)



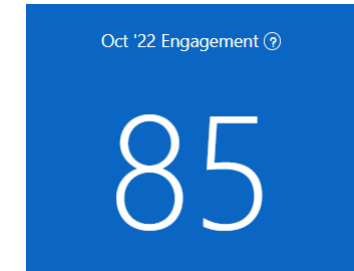
“There is some mixed messaging at the senior levels in the organisation eg about addressing work life balance, but then having a strong need for individuals to participate in meetings during holidays, bank holidays etc”

Action Taking: Neutral (n = 1,066)



“A global task force would be a good idea to address common themes rather than leaving it all the to functions or sites to address”

Action Taking: Favorable (n = 2,381)



“I hope that this will move things forward”

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# Remove Barriers to Execution

INITIAL PLAN – 18Nov22

# Removing the Barriers to Execution (1/2)

## Path to simplification

### Context

Action Pulse survey highlighted Barriers to Execution as key topic to improve

### Objective

Address unsolved Barriers to Execution

### Core Team

S&T: Catherine Abi-Habib, Fanny Duvacher (project lead), Pierre-Gilles de Pioger

HR: Régis Mulot, Fabienne Astier, Jean-Baptiste Cauneille, Abbie Pound

## Iterative approach: assess, design and pilot

1

*Current state assessment*

**Immediately gathering 'Barriers to Execution' pain points**

2

*Solution ideation*

**Aligning on solutions for prioritized use cases**

3

*Development & Implementation*

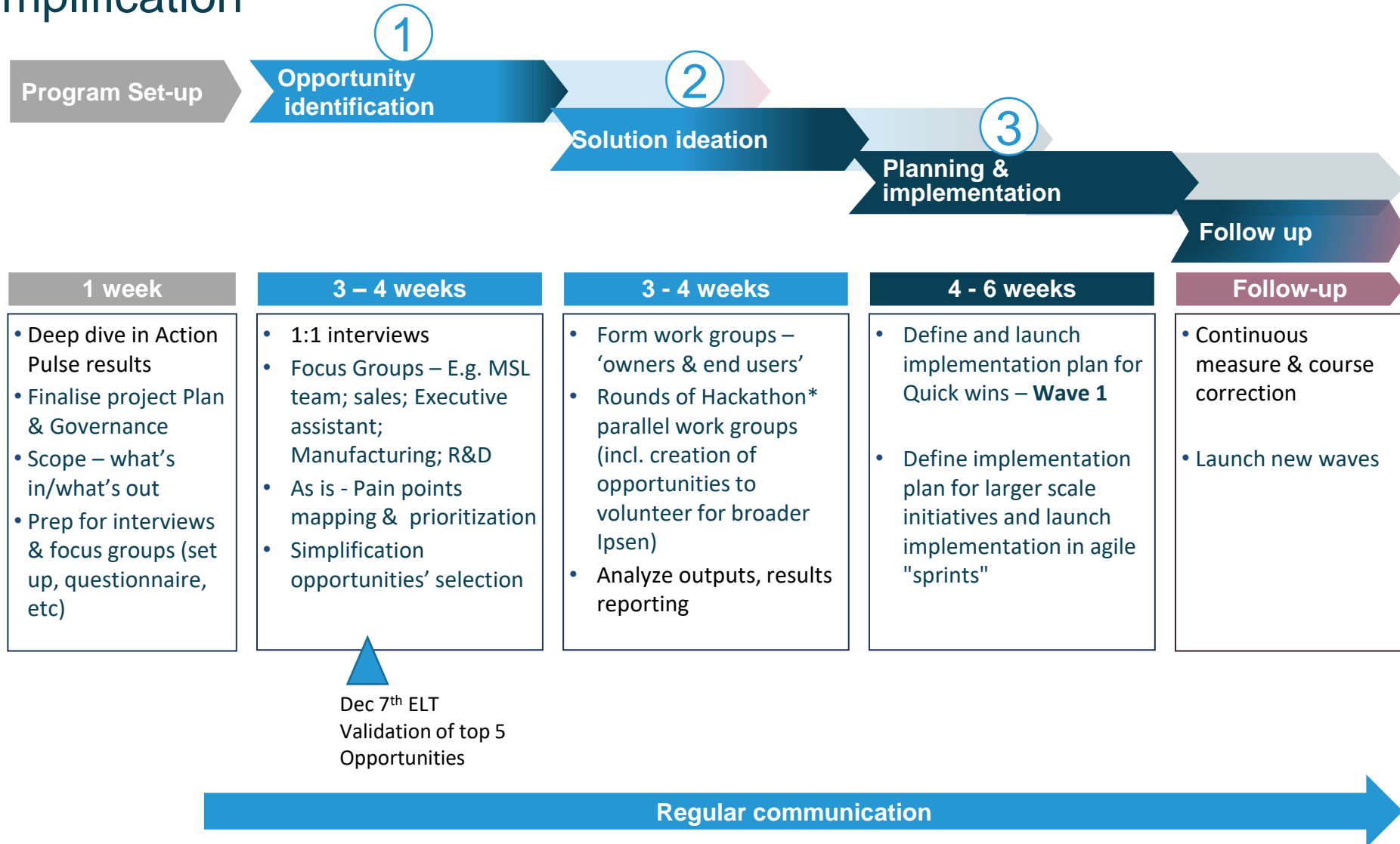
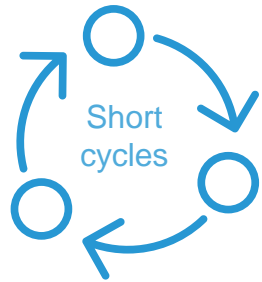
**Managing Longer term initiatives and Quick wins simultaneously**

## Our Guiding principles

- Adopt a flexible and **iterative** approach (≠ everything planned upfront)
- **Engage ELT & empower end-users** (= top down & bottom-up)
- Identify **early wins** to enable visible impact in H1 2023
- Think **end-to-end solutions**
- Address **Processes / Systems / Culture**
- **Communicate** regularly & keep it simple

# Removing the Barriers to Execution (2/2)

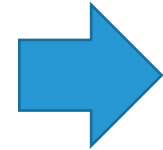
## Path to simplification



# Supporting ACTION and assessing IMPACT



October 2021  
EES  
88% Response Rate



No. of managers with actions uploaded in Glint: 660 (51%)  
Average number of actions added per manager: 4.8



No. of Glint Focus Areas Actions Added: 3,177

1<sup>st</sup> 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

76

## Engagement

Engagement is a group of 2 questions:

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



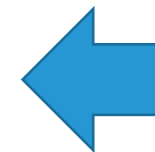
2023 EES  
[May]



and if necessary  
course correct



October 2022  
Action Pulse



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# Disability Awareness Month

Aline Stokes & Roxane Pitie

# Aim of the month

As part of our global D&I agenda, following International Women's Day in March and Pride Month in June

- Build understanding of what disability is, and what living with a disability means.
- Invite colleagues to reflect on how their own behaviours can impact the experience of others.
- Echo the European Week of the Employment of People with a Disability (SEEPH, 14<sup>th</sup> Nov), & the UN's International Day of People with a Disability (3<sup>rd</sup> Dec)



Theme of the month: **INVISIBILITY. (Un)seen. (Un)heard. (Un)said.**

- The experiences of living with invisible disabilities
- Feeling invisible beyond visible disabilities
- The invisibility experienced by our patients

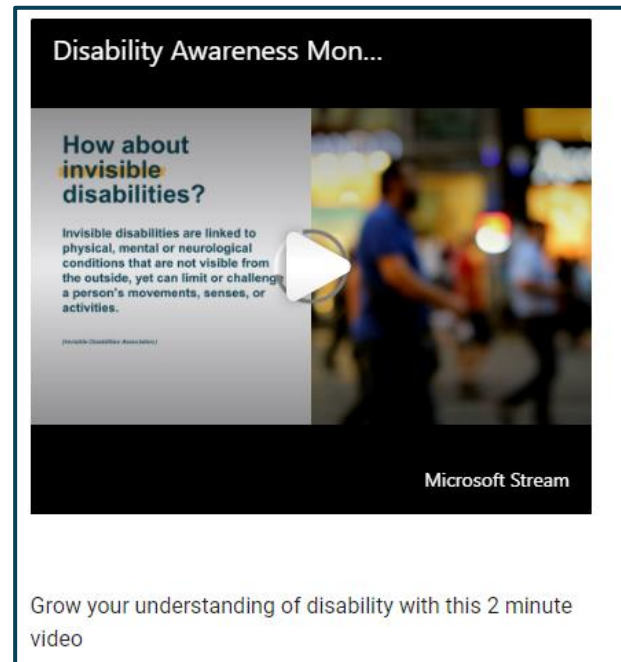
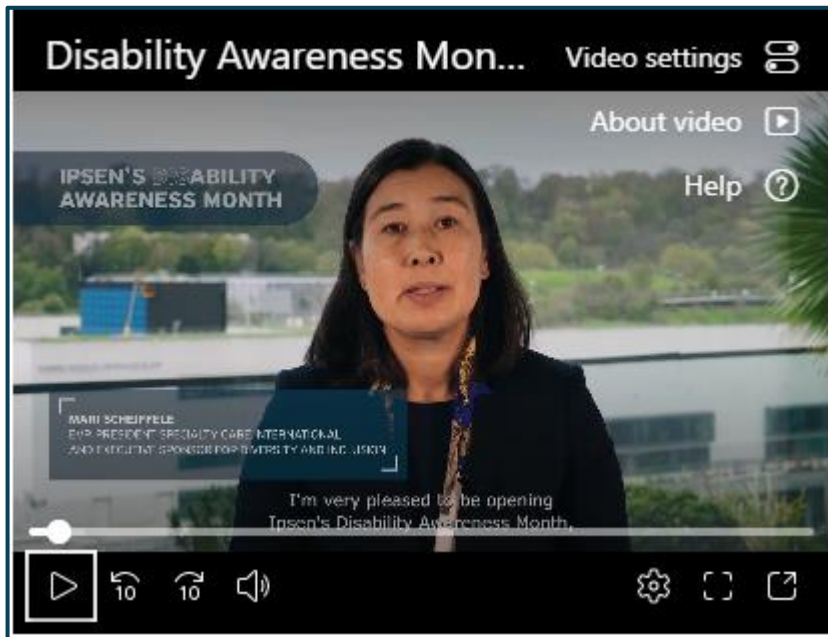
**Call to action:** by the end of the month, all employees have heard about / talked to / lived the experience of someone with a disability

# Activities

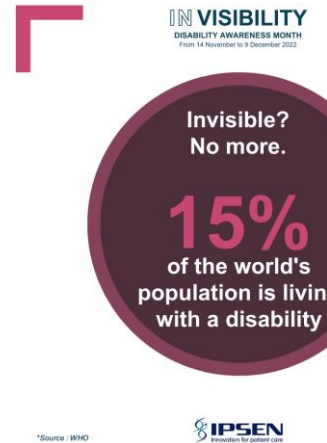
## Understanding what and why it's important

- Mari's Opening video
- Definition of disability video

▶ Accessible via: My Ipsen / Our culture / D&I page



▶ Why not invite your leaders to play those in their next team meeting to spark a conversation?



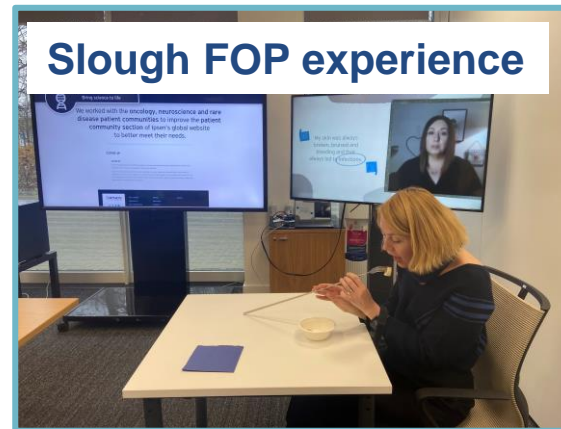
# Activities

## Exploring the patient's perspective

- FOP stand
- Spasticity talk
- Patient videos

In the 3 hubs & content available online via MyIpsen/ Our Culture/ D&I page

Invisible?  
No more.  
**466 million**  
people have a  
disabling hearing  
impairment



Keep an eye on the D&I page the patient videos and spasticity talk!

# Activities

## Focus : France

**IN VISIBILITE**  
(Non)vu. (Non)entendu. (Non)dit.

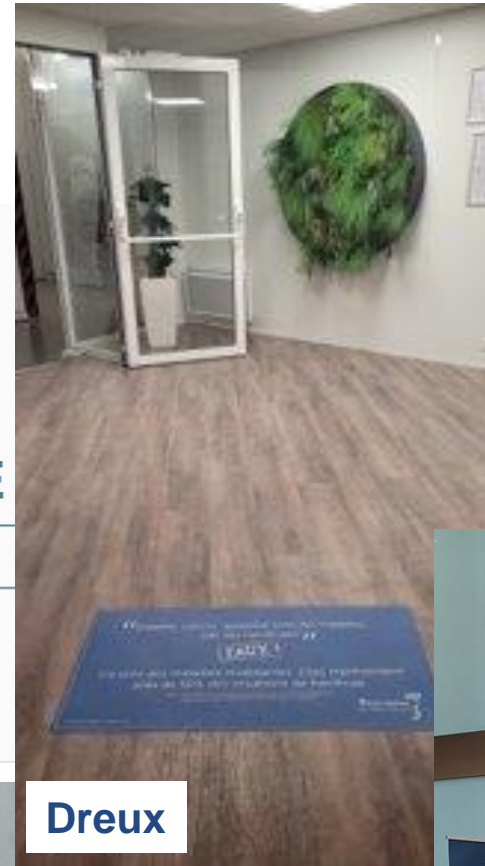
**IN CONTOURNABLE**

Morning Meeting

- Format court (30 min) :
- 15 min d'informations liées à un sujet précis
- 15 min échanges (Q&R)

Elise ALIMONDO  
Directrice  
Recrutement France

Noémie Thomas  
Spécialiste  
Recrutement



Dreux



Signes



Les Ulis



Boulogne

# Activities

## Lives touched by disability

- **Employee testimonies** (available on My Ipsen from the 30<sup>th</sup> Nov)
- **Fondation Ipsen talks:**
  - Pr J. Levine: Move it! How movement unites people (01<sup>st</sup> Dec)
  - Y. Tanguy: How to talk about rare diseases & disability (21<sup>st</sup> Nov)

- **External speakers:**
  - Gaelle Edon, paralympic athlete (23<sup>rd</sup> Nov)
  - Disability in the workplace with Souleyman Bah, visually impaired paralympic athlete (8<sup>th</sup> Dec)
  - Margot Turcat *Mon Petit AVC* (12<sup>th</sup> Dec)

### Still to come:

- Gaelle Edon podcast
- Last global talk: Disability in the workplace with visually impaired paralympic athlete Souleyman Bah, **Thursday 8<sup>th</sup> December**
- Last French talk: Margot Turcat, Mon petit AVC, **Monday 12<sup>th</sup> December**

**Don't miss!** Regis and David's reflections on the Disability Awareness Month and D&I, facilitated by Fabienne, **week of 12<sup>th</sup> December**

Invisible?  
No more.  
**253 million**  
people are affected by  
a form of visual  
impairment

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# Impact Together

Nicola George

# Impact Together

Ajouter slide montrant comment Impact Together s'insère dans le 70/20/10

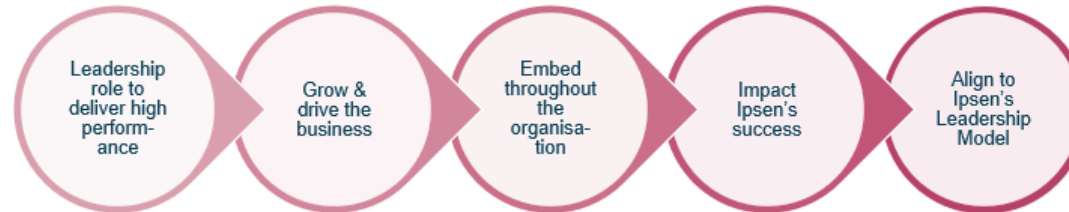
## What is Impact Together?

- **20 month GLT Leadership Development Program**
- **3 Modules** (Laying the Foundations/Unlocking the Potential/Driving for Success)
- **Plus Individual/Group Coaching, 360°, Leadership Masterclasses and much more**

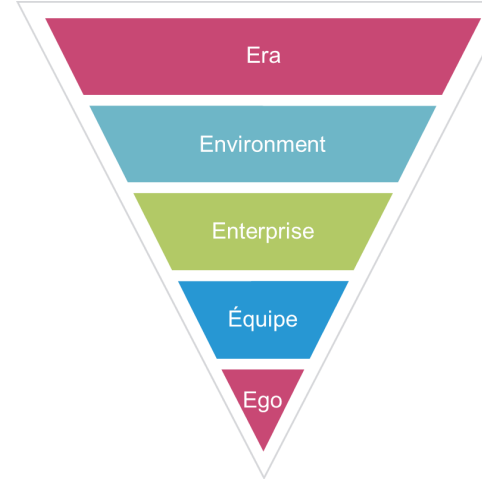
## Why?



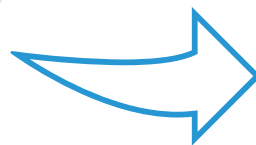
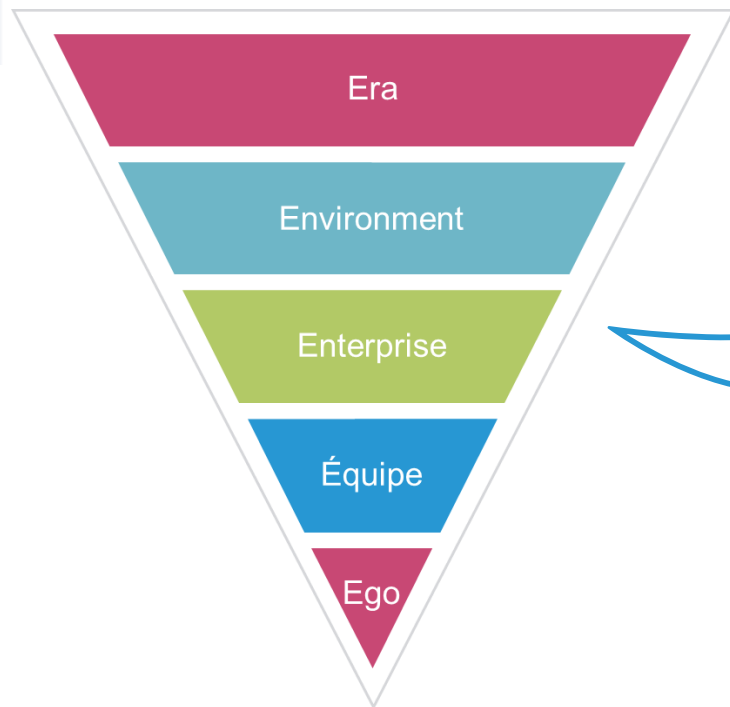
## Importance



## What's in it for participants?



# Impact Together – Cascading & Support to GLT



Group Coaching



Cascading

**BLT Golden Rules**

*Essas regras não são padrões rígidos, são mais como princípios governantes. Um complemento ao estilo de liderança de cada um e não uma alternativa única.*

 Apareça na hora e venha preparado	 Esteja mental e fisicamente presente	 Tenha uma comunicação clara, concisa e completa	 Deixe que todos participem	 Seja consistente e autêntico
 Adapte sua abordagem para indivíduos	 Ouça com a mente aberta	 Fique no ponto e no tempo	 Seja mais estratégico nas reuniões do BLT	 Se comprometa com as decisões tomadas e sua execução
 Peça ajuda (de forma estruturada) Seja transparente e exemplo quando necessário	 Confidencialidade	 Trabalho em Time	 Crie um ambiente de segurança psicológica	

Ego

Incorporate Learnings in Development Plan  
Share 360°/NEO results with Team  
Team Contracting Session  
Concept of Psychological Safety

Era

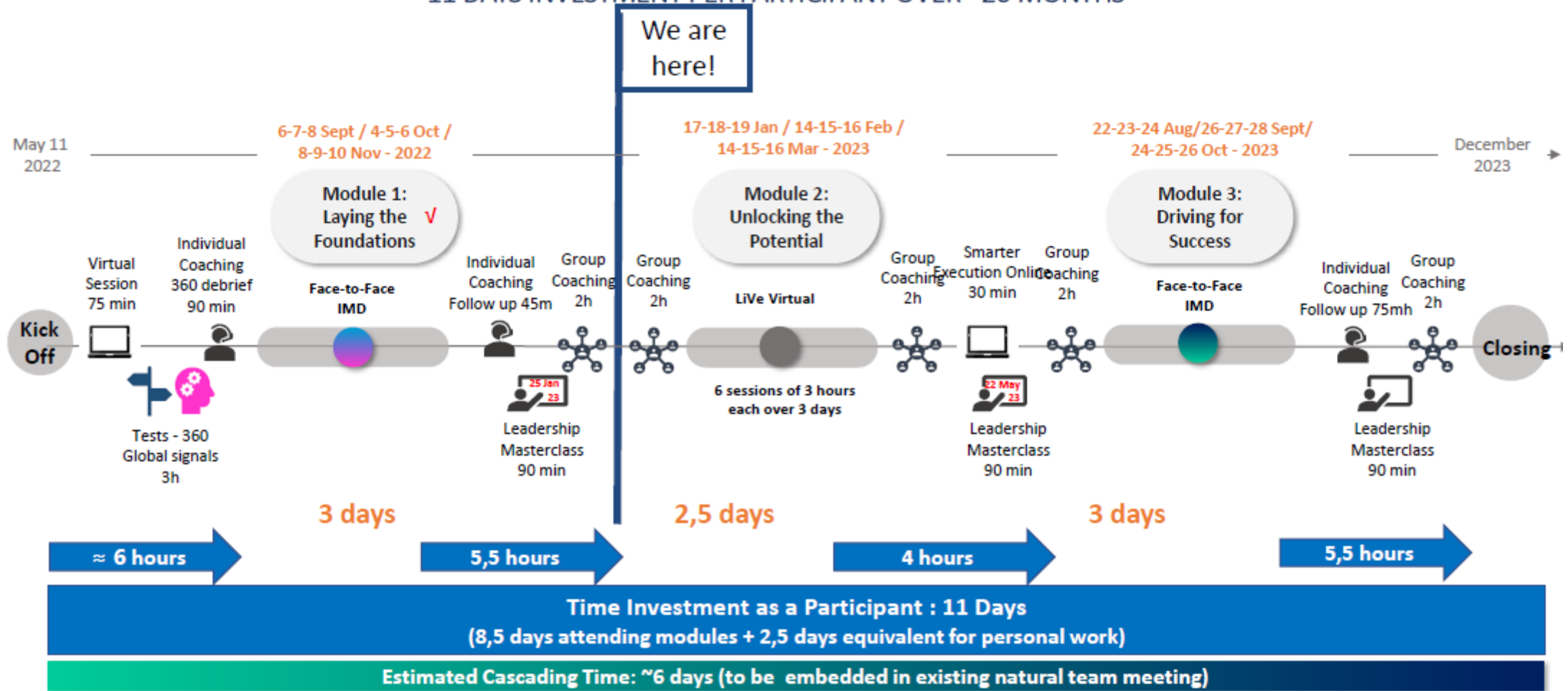
Top Pharma Themes  
Implications  
Cases  
Stimulate out-of-the box thinking



# Impact Together

## Planning of the Entire Journey

11 DAYS INVESTMENT PER PARTICIPANT OVER ~20 MONTHS



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**BOOST**  
culture of collaboration  
& excellence



**EVP**  
Thao Ngo & Alan Blevins

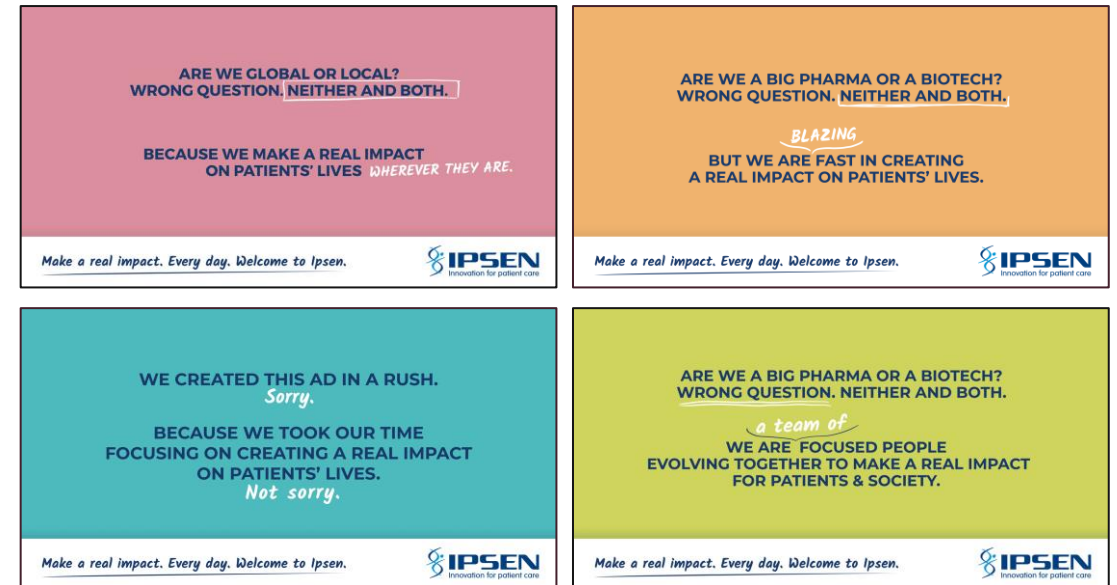
# Reminder: Creation of new Ipsen EVP

An Employer Value Proposition (EVP) encompasses all of the ways through which an organisation provides value to its current and future employees.

- Our EVP built from 2018 needs to be evolved and refreshed to better reflect Ipsen's reality, attract future candidates and engage our people.



- New Global EVP - fresh, innovative and attractive



# New EVP – what did we achieve and what's next?

*Make a real impact. Every day. Welcome to Ipsen.*



**Concept of the EVP**  
Tagline, claims, manifesto  
(rationale, proof points)

It's all about size!

Purpose-led

Impact Always

People-powered



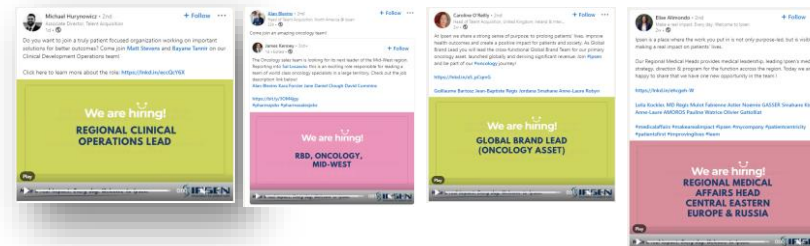
Ad campaign and video template for job posting on LinkedIn



Recruitment playbook for TA & managers



US Pilot, TA Onboarded and started using the job posting ads, with very positive results



Corporate identity of the EVP

- Key visuals
- EVP comprehensive book (concept, key visuals, examples)
- Communication plan aligned with Global Communications

# New EVP – Roll-out phase

*Internal awareness & engagement, external focus on recruitment*

## Leverage

- TA to onboard managers and continue to use the campaign ads for **job posting from personal LinkedIn accounts**

## Reinforce

- Finalize and complete the design of the corporate identity with **new visuals of** : A3/A4 poster, Roll-up banner, Teams background, Signature banner (*not exhaustive*)
- Consolidate **the comprehensive EVP book** with practical guidelines and list of elements (ready-to-use + editable) for countries and HR to own the EVP

## Promote

- Promote the EVP internally: **Ipsen Live** (Dec 15th), **communication** to all Ipsen
- **Refresh** Ipsen EVP visuals, replacing the old ones with the new designed EVP visuals on all platforms and in the offices / sites etc

## Develop

- Align and collaborate with Global Communications to develop the **Corporate communication plan** of the EVP

# EVP – Roll-out project - timeline

Global HR

TA

Local HR

Oct 22

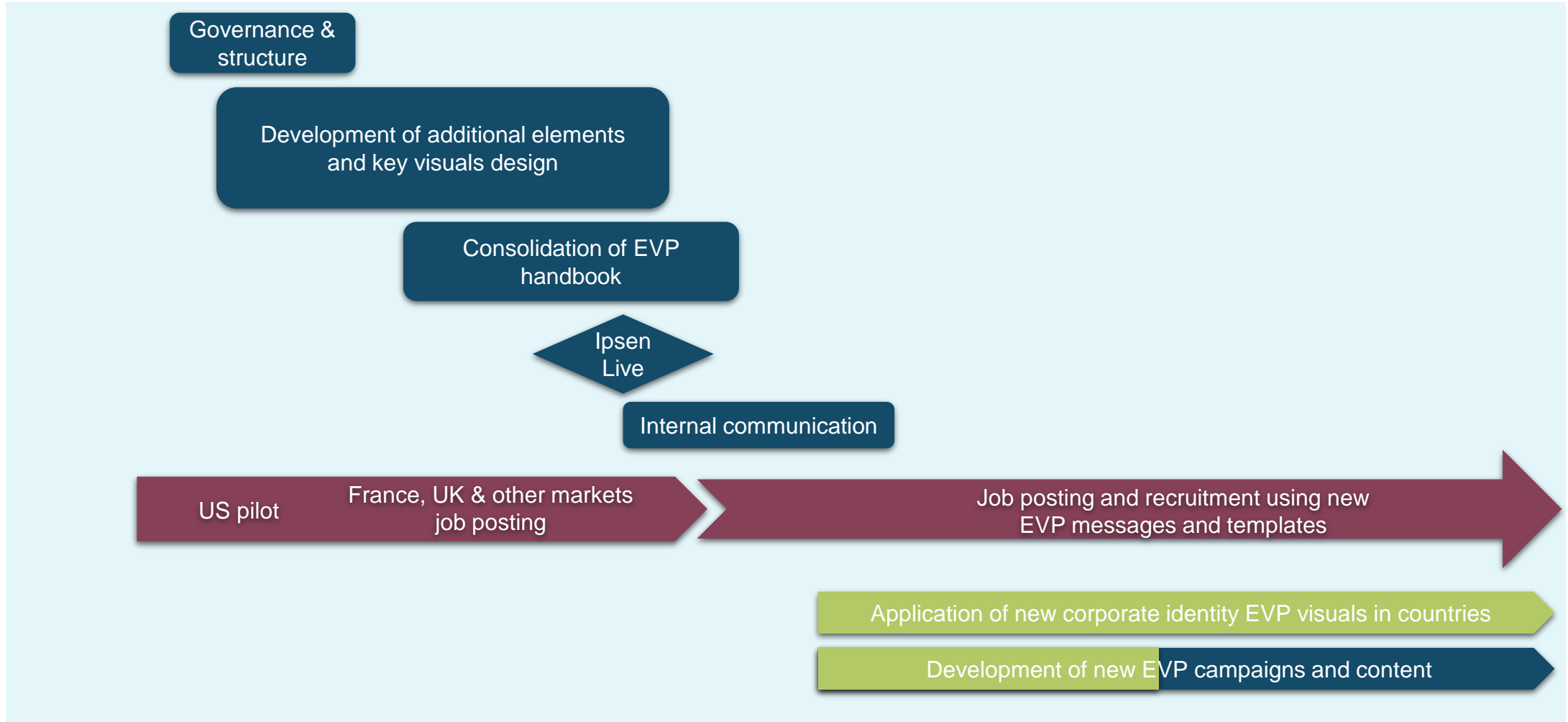
Nov 22

Dec 22

Jan 23

Feb 23

March 23





*Bravo!*

Recognize real impact



# Recognition Program - Bravo! update

Sophie Veron & Romain Levi

# Bravo! – Successful launch!

**Bravo!**  
Recognize real impact



# Bravo! – Key facts

Summary @02/12

## Current Spent vs Budget



**39%**

**45%**

## Current Projection vs Budget



**60%**

**72%**

## Current Penetration (Employees using Bravo)



**15%**

Giving

*6% benchmark 16%*



**37%**

Receiving

**Ipsen**

Incl. Pending approval awards

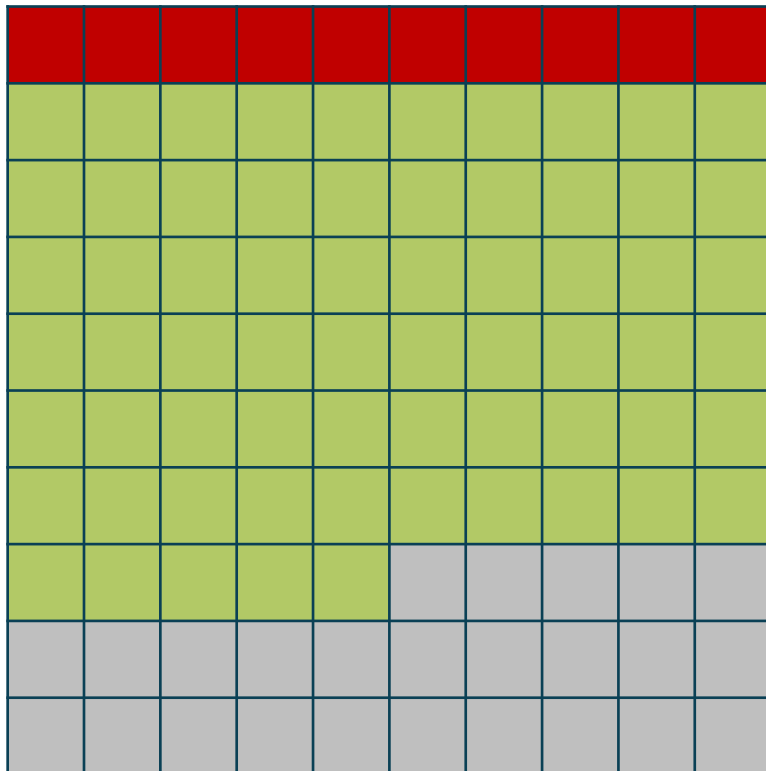
- Bravo! better performs than the benchmark on the same period
- If Bravo! tends to underspend, this hides different situations

# Bravo! – Budget Monitoring

Summary @02/12

Budget is set for each of 13 divisions  
Including 100 budget units (Org. level Division N-1)

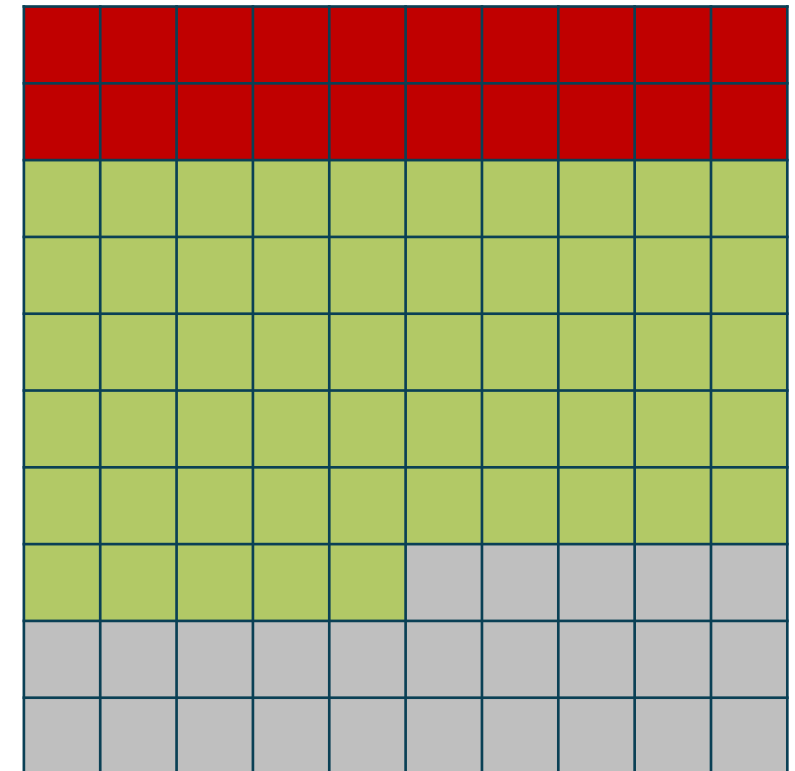
### Current Spend at 02/12



**Budget  
overspent  
(>100%)**

**Not Spent  
(0%)**

### Projected Spend at 31/12



# Bravo! – Recognition moments distribution

Summary @02/12

4,000 recognition moments

Thank You is the foundation of our Recognition program



Thank-You

63%



Bronze

21%



Silver

11%



Gold

5%

80%  
70%



Corporate Legal Affairs  
Research & Development  
Human Resources

25%



North America Com. Ops

100%



Lithuania / Slovakia  
Tunisia / Ireland / CZ / KZ  
UAE / Colombia  
Switzerland / Poland

70%

35%

10%



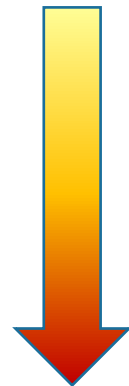
USA / Germany  
Mexico  
Canada / Taiwan

# Bravo! – Key takeaways

Summary @02/12



- Very positive feedback
- Good adoption / buy in
- Overall budget is secured



- Inconsistent deployment
- Insufficiently owned by Leaders
- Program guidelines aren't always well enough respected
- Discrepancy by country because of cultural differences

# Bravo! - How to manage the Program?

*This is about fairness & equity for appropriate recognition in the respect of budget*

SHR

## Enforce the recognition Principles & Guidelines

- **Role model:** provide fair, consistent and appropriate recognition
- Encourage using the **Award Advisor** to select the right level of award
- Keep in mind the budget considerations.

MGR

BHR

## Spend Management dashboard

- Real-time budget controlling; checking actual spend & forecast vs funding
- Direct reports of ELT are “Account Owner” – **accountable** to budget
- Extend access to other managers for contributing to their budget awareness
- BHR access

MGR

SHR

## Award Activity monitoring

- Access to all HR
- Detailed report with full details on nominee, nominator and approver, award type, status and message
- Daily refreshed database
- Regular deep analysis on recognition behaviors and messages

Finance

C&B

## Finance controlling

- Budget set by Division
- Sizing of the budget to allow an average 2 or 3 awards with points / employee / year
- **For 2022, this means ~1 award.** Gold is exception
- Monthly invoice paid by Group Finance, checked by Program manager
- Division Controllers verify the alignment with budget

# Bravo! – Actions Plan

- Keep communicating to Managers & Employees (**Do's & Don'ts**)
  - HR to reinforce guidelines communication & understanding
- **Mobilize HR** to support the program beyond the launch (Activate / Facilitate / Advocate / Guarantee)
  - Group to send more material to HR supporting their communication efforts
  - Excel template sent to BHR/SHR to better use Bravo reports
- **Focus on senior leaders** with budget management & role modelling
  - Activate the Spend Management dashboard for 100 senior leaders
  - BHR to update the leadership teams on Bravo results

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



**Bravo!**  
Recognize real impact



Useful contacts:

- Sophie Veron
- Michaela Leo
- Amanda Dini
- Romain Levi
- 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**  
culture of collaboration  
& excellence



**DELIVER**  
efficiencies to enable  
targeted investment & growth




# 2023 Performance Management evolution





Sophie Veron & Romain Levi

# Performance Management – why to change

*A strong need to clarify, simplify and motivate*

Business Objectives	→ 0-150%	
Development Objective		
Job Expectations / Work organization		
One IPSEN Way of Being Behaviours		
Stakeholders feedback		

## Current status

-  • Unclear and **inconsistent** ways to manage Overall Performance rating and % STI payout across organizations
-  • Too many things to assess in a sequential manner, process perceived as **heavy and confusing** (e.g. Development objective within iPerform Vs. iDevelop)
-  • **Frustration** of leaders to comply with historical trend while their teams are doing at best, People in “Met Expectations” despite hard work and strong results are **demotivated**
-  • **Opportunity** to support our culture & strategy evolution

# Performance Management – Enhancement for 2023

## *Acknowledge Ipsen's context*



- Acknowledge that almost **everyone at Ipsen is a strong performer** given Ipsen level of expectations & size



- Increase perceived **fairness** of process



- **Clarify** link between performance rating and short term incentive



- Truly **differentiate** top performance
- Foster **continuous feedback** all along the year



- Support our **culture & strategy** evolution
- **Streamline** existing systems (iPeople) & **Optimize** quality of touchpoints to complete performance cycle

# Performance Management – what's changing

FROM

## 2 performance assessments

(% goals achievement nurturing overall perf rating)



## 5 areas looked at

(Business Objectives, Job Expectations, Dev Obj., Way of Being, Stakeholder Feedback)



## 4 levels of Performance



TO

**1 Overall performance rating** driving both merit and % STI Payout (differentiate on %)

**2 areas: WHAT** (Job expectations & Focus of the year) + **HOW** (Behaviors / Way of Being + ongoing Stakeholder feedback) – Equally important

**3 levels of Performance ratings** : new labels to reflect Strong Performers while focusing on real Outstanding Performers and allowing more space for Improvement Required

# Performance Management – what to consider

## WHAT



## HOW

- Job Content (how well people are performing in their role)
- Focus of the year (3 to 4 key priorities)

- Behaviors/ Way of Being/ Culture Manifesto
- Stakeholder Feedback

WHAT and HOW are equally important

# Performance Management – Key points

*New model to recognize real impact and allow differentiation*



# Performance Management – next steps



- Prepare change Management at HR, Leaders, Managers and Employees level



- Adjust systems (iPeople)

Today's focus



- Secure implementation for launch with new Objective Setting cycle starting early January 2023 (first ratings based on new model assigned end of 2023 / beginning of 2024)

# 2023 Performance Management Model

## *Next Steps*



- HRLT and ELT approved 2023 Performance Management model



- HRIS to develop 2023 iPeople template



- C&B + Talent Mgt to finalize the narrative on the iPeople template + related documents



- HRIS + Internal Communication to finalize the translation in 8 Ipsen languages

- C&B + HRIS to finalize the HR Communication Session **on December 15<sup>th</sup>**

- **GO LIVE** on January 3<sup>rd</sup>



- C&B + HRIS to finalize the Managers / Employees Communication Session, following the Go Live

**THANK YOU**

