

Over 1 year since the
launch of the Global
Manager
development
programs!

47%

Managers already trained

~380 People Managers

~100 Managers of Managers

22 cohorts

Since November 2023

6 live cohorts

16 graduated cohorts

88%

High satisfaction rate

Rate is above our target of 80%



What's coming in 2025?

Our priority in 2025 – sustain learning and practice for those who've already attended the programs

Deployment plan:

People Managers 14 Cohorts

- 3 Global Hubs (France, US and UK/I)
- Regions/Clusters (APAC, China, Italy, LATAM, Russia)

Managers of Managers 4 Cohorts

- 2 in Global Hubs (France and UK/I)
- 2 cross-geographies/cross-division cohorts

Manager programs - 2025 scheduling plan

			January	February	March	April	May	June	July	August	September	October	November	December
People Managers 2025	Kick off location	Cohorts												
China	China	1												
APAC	Korea/Thailand	2												
North America Cohort 1	Cambridge	2			26 & 27									
North America Cohort 2	Cambridge	2										1 & 2		
LATAM	Mexico/Colombia	1												
France Cohort 1	Paris/Boulogne	4		20 & 21	4	10 + 15	13	5 + 12						
France Cohort 2	Signes	4					15 & 16	3 + 12	1		26	8 + 14		
France Cohort 3	Paris/Boulogne	4												
France Cohort 4	Paris/Boulogne	4												
Russia/CIS	Virtual	1												
UK/I Cohort 1	Paddington/Wrexham	2												
UK/I Cohort 2	Paddington/Wrexham	2												
Italy/Iberia	Italy	1												
Manager of Managers														
France	Paris/Boulogne	1												
UK/I	Paddington/Wrexham	1												
Mixed Cohort (Europe & Russia)	Paris	2												
Mixed Cohort (APAC & China)	China	2												

Ipsen Leadership Competency framework



Think Big (Head)
Reinvent Ipsen to serve patients, planet, society, and shareholders



Act together, with passion (Heart)
Inspire and enrich the human experience



Execute with precision (Hands)
Innovate and execute through super-motivated teams

Purpose Dedication

Drive Purpose
Drive Vision and Strategy
Customer (& Patient) focus

Thinking Dexterity

Global Perspective
Business Insights
Manage Complexity
Cultivate Innovation
Entrepreneurial*
Mindful Risk-taking*

Social Agility

Empathy
Instills Trust
Drives Engagement
Taking a Stand (Courage)

Growing self and others

Self-reflects and digs deep
Develops/coaches Talents
Attract and Assess
Nimble learning

Being Intentional


Manages Ambiguity
Interpersonal Savvy
Influences
Adaptability
Communicates Effectively


Making a real impact

Collaborates
Building effective teams
Excellence in execution
Ensures Accountability

Develop specific competencies by target, aligned with our Ipsen Leadership Competencies

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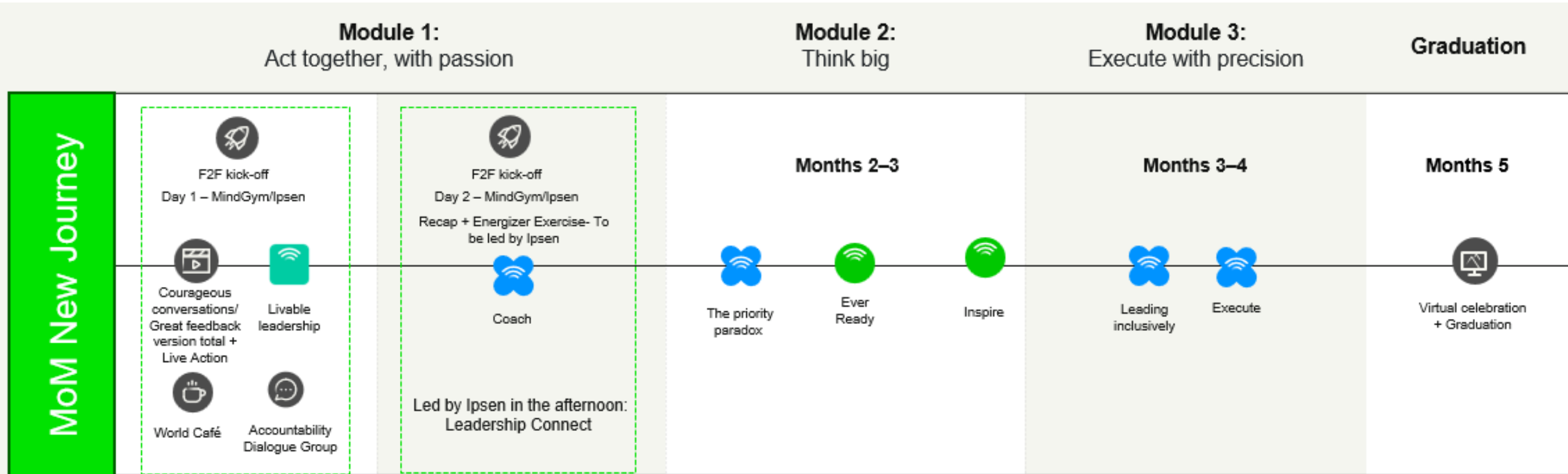


Population	Competencies to be developed					
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	Think Big (Head)		Act together, with passion (Heart)		Execute with precision (Hands)	
	Purpose Dedication	Thinking Dexterity	Social Agility	Growing self and others	Being intentional	Making a real impact
People Managers	Drive purpose Customer (& Patient) Focus	Business Insights Cultivate innovation Mindful Risk taking	Empathy Instill trust Attract & assess	Self-reflects & dig deep Develops/ coaches talents	Interpersonal savvy Communicates effectively	Building effective teams Excellence in execution Ensures accountability
Managers of Managers	Drive vision and Strategy, Customer (& Patient) Focus (shape our "sight" on what matters for patients & society) Complex Decision making,,	Global perspective (including show environment/society shaping capabilities) Manage complexity Entrepreneurial Mindful Risk taking	Empathy Instill trust Drive engagement Taking a stand (Courage)	Self-reflects & dig deep Develops/ coaches talents	Adaptability Manages ambiguity Communicates effectively	Collaborates Building effective teams Excellence in execution Ensures accountability

Manager of Managers

Learning Journey



People Managers

Learning Journey

Module 1:
Act together, with passion

Module 2:
Think big

Module 3:
Execute with precision

Graduation

PM New Journey



F2F kick-off
Day 1 – MindGym/Ipsen



Gallery walk



Knowing me,
knowing you



Great
feedback +
Live Action



Accountability
Dialogue Group



Building
Belief

Months 2–3



The big picture



Good decisions

Months 3–4



Dynamic
delegation +
Live Action



Held to
account



Goal setting
+ Pledge



Virtual celebration
+ Graduation

Months 5