

United Nations Global Compact Communication on Progress 2018

Novartis has been a signatory to the UN Global Compact (UNGC) since 2000. The Compact challenges business to operate according to 10 principles covering bribery and corruption, human rights, labor and the environment. The following index qualifies for an Advanced Level Communication on Progress (COP). It draws information from the 2018 Novartis in Society (NIS), 2018 Annual Review, 2018 Novartis Social Business (NSB) Report, and the novartis.com website.

Statement of support from the CEO

“Novartis maintains a deep commitment to improving and extending the lives of people all across the globe. As one of the founding members of the UN Global Compact in 2000, we remain committed to upholding its 10 principles. The Compact has helped us make explicit our commitments regarding human rights, the environment and ethics, and we have used it as a compass to understand our broader role in society and to align our sustainability strategies, policies and activities with stakeholder expectations. More importantly, it guides Novartis as we work to build trust with society and brighten the future we all share.”

Vas Narasimhan, Chief Executive Officer, Novartis, March 2019

Strategy, Governance and Engagement	
Criterion 1: The COP describes mainstreaming into corporate functions and business units	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	NIS report 2018: p.19 (KPIs for access)
Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc.) ensuring that no function is conflicting with company sustainability commitments and objectives	NIS report 2018: p.9 (Streamlining our governance) Annual Review 2018: p.48 (Governance) Corporate Responsibility Guideline
Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy	NIS report 2018: p.14 (Rollout of new incentive system) Annual Review 2018: p.40 (Rollout of new incentive system) Annual Review 2018: p.54 (CEO compensation)
Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary	Annual Review 2018: p.48 (Governance) Corporate Responsibility Guideline
Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs	NIS report 2018: p.9 (CR materiality) NIS report 2018: p.10 (Measuring and valuing our impact) NIS report 2018: p.56 (CR materiality assessment issue cluster and topic definitions)
Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts	NIS report 2018: p.15 (Newly harmonized Risk Assessment and Monitoring process) Corporate Responsibility Guideline

Criterion 2: The COP describes value chain implementation	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	NIS report 2018: p.43 (Rollout of new Third-Party Risk Management) NIS report 2018: p.43 (Environmental sustainability: Reducing the carbon of our supply chain)
Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts	NIS report 2018: p.43 (Responsible Procurement risk indicator tool) NIS report 2018: p.55 (Appendix: corporate responsibility material topic boundaries)
Communicate policies and expectations to suppliers and other relevant business partners	NIS report 2018: p.42 (Maintaining a responsible supply chain) Novartis.com (Responsible Supply Chain Management) Novartis Supplier Code Novartis Third Party Code No Purchase Order (PO) No Pay policy Novartis Anti-Bribery Third Party Guideline
Implement monitoring and assurance mechanisms (e.g. audits/screenings) for compliance within the company's sphere of influence	NIS report 2018: p.42 (Maintaining a responsible supply chain) Novartis.com (Responsible Supply Chain Management)
Undertake awareness-raising, training and other types of capacity building with suppliers and other business partners	NIS report 2018: p.37 (Providing pharmacovigilance training and awareness raising to hospitals and local authorities; and pharmacovigilance capacity building in Kenya) NSB report 2018: p.24 (Partnering to solve healthcare ecosystem challenges) Novartis Supplier Code Novartis Third Party Code
Human Rights	
Criterion 3: The COP describes robust commitments, strategies or policies in the area of human rights	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	NIS report 2018: p.41 (Further integrating human rights in our business)
Commitment to comply with all applicable laws and respect internationally recognized human rights, wherever the company operates (e.g., the Universal Declaration of Human Rights, Guiding Principles on Human Rights) (BRE1 + ARE1)	NIS report 2018: p.58 (Appendix: external initiatives and membership of associations) Novartis Human Rights Guideline Modern Slavery Act Statement



Integrated or stand-alone statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company (BRE 1 + BRE5 + ARE 1 + ARE 5)	Novartis Human Rights Guideline Modern Slavery Act Statement
Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services (BRE 1)	Novartis Code of Conduct Novartis Supplier Code Novartis Third Party Code
Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties (BRE 1 + BRE 5 + ARE 1 + ARE 5)	Novartis Code of Conduct Novartis Human Rights Guideline Modern Slavery Act Statement Novartis Supplier Code Novartis Third Party Code
Criterion 4: The COP describes effective management systems to integrate the human rights principles	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	NIS report 2018: p.41 (Further integrating human rights in our business)
Process to ensure that internationally recognized human rights are respected	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis Human Rights Guideline Modern Slavery Act Statement
On-going due diligence process that includes an assessment of actual and potential human rights impacts (BRE 2 + BRE 3 + ARE 2 + ARE 3)	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis Human Rights Guideline Modern Slavery Act Statement
Internal awareness-raising and training on human rights for management and employees	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis.com (Training and guiding associates)
Operational-level grievance mechanisms for those potentially impacted by the company's activities (BRE 4 + ARE 4)	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis.com (Handling complaints) Novartis Human Rights Guideline Modern Slavery Act Statement
Allocation of responsibilities and accountability for addressing human rights impacts	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis Human Rights Guideline
Internal decision-making, budget and oversight for effective responses to human rights impacts	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis Human Rights Guideline

Processes to provide for or cooperate in the remediation of adverse human rights impacts that the company has caused or contributed to (BRE 3+ BRE 4 + ARE3 + ARE 4)	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis.com (Handling complaints) Novartis Human Rights Guideline Modern Slavery Act Statement
Process and programs in place to support human rights through: core business; strategic philanthropic/social investment; public policy engagement/advocacy; partnerships and/or other forms of collective action (BRE 6 + ARE 6)	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis.com (Expanding access to healthcare) Novartis Human Rights Guideline Modern Slavery Act Statement
Criterion 5: The COP describes effective monitoring and evaluation mechanisms of human rights integration	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	NIS report 2018: p.41 (Further integrating human rights in our business)
System to monitor the effectiveness of human rights policies and implementation with quantitative and qualitative metrics, including in the supply chain (BRE3 + ARE3)	NIS report 2018: p.41 (Further integrating human rights in our business) NIS report 2018: p.42 (Maintaining a responsible supply chain) NIS report 2018: p.50 (Supply chain performance indicators) Novartis.com (Responsible Supply Chain Management) Novartis Human Rights Guideline Modern Slavery Act Statement
Monitoring draws from internal and external feedback, including affected stakeholders	NIS report 2018: p.41 (Further integrating human rights in our business) NIS report 2018: p.9 (CR materiality)
Leadership review of monitoring and improvement results	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis Human Rights Guideline Modern Slavery Act Statement
Process to deal with incidents the company has caused or contributed to for internal and external stakeholders (BRE 4 + ARE 4)	Novartis.com (Handling complaints) Novartis Human Rights Guideline Modern Slavery Act Statement
Grievance mechanisms that are legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning, and based on engagement and dialogue (BRE4 + ARE4)	NIS report 2018: p.16 (SpeakUp Office) Novartis.com (Handling complaints)

Outcomes of integration of the human rights principles	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis.com (Living wage)
Labor	
Criterion 6: The COP describes robust commitments, strategies or policies in the area of labor	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	NIS report 2018: p.41 (Further integrating human rights in our business)
Reference to principles of relevant international labor standards (ILO Conventions) and other normative international instruments in company policies	NIS report 2018: p.58 (Appendix: external initiatives and membership of associations) Novartis Human Rights Guideline Modern Slavery Act Statement Novartis Supplier Code Novartis Third Party Code
Reflection on the relevance of the labor principles for the company	Novartis Human Rights Guideline Modern Slavery Act Statement Novartis Supplier Code Novartis Third Party Code
Written company policy to obey national labor law, respect principles of relevant international labor standards in worldwide company operations and engage in dialogue with representative organization of the workers (international, sectoral, national).	Novartis Human Rights Guideline Modern Slavery Act Statement Novartis Supplier Code Novartis Third Party Code
Inclusion of reference to the principles contained in the relevant international labor standards in contracts with suppliers and other relevant business partners	Novartis Human Rights Guideline Novartis Supplier Code Novartis Third Party Code
Specific commitments and Human Resources policies, in line with national development priorities or decent work priorities in the country of operation	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis Human Rights Guideline Novartis Supplier Code Novartis Third Party Code
Participation and leadership by employers' organizations (international and national) to jointly address challenges related to labor standards in the countries of operation, possibly in a tripartite approach (business – trade union – government).	NIS report 2018: p.41 (Further integrating human rights in our business) Novartis.com (Living wage)
Criterion 7: The COP describes effective management systems to integrate the labor principles	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	NIS report 2018: p.41 (Further integrating human rights in our business)
Risk and impact assessments in the area of labor	NIS report 2018: p.10, p.11 (Impact valuation) NIS report 2018: p.42 (Maintaining a responsible supply chain)

	Novartis.com (Responsible Supply Chain Management)
Dialogue mechanism with trade unions to regularly discuss and review company progress in addressing labor standards	NIS report 2018: p.49 (Associates represented by a trade union/internal work council or covered by a collective bargaining agreement)
Allocation of responsibilities and accountability within the organization	Annual Review 2018: p.48 (Governance) Corporate Responsibility Guideline
Internal awareness-raising and training on the labor principles for management and employees	NIS report 2018: p.15 (Employee training) Annual Review 2018: p.5 (Employee annual training)
Active engagement with suppliers to address labor-related challenges	NIS report 2018: p.42 (Maintaining a responsible supply chain) Novartis.com (Responsible Supply Chain Management) Novartis Supplier Code Novartis Third Party Code
Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) available for workers to report concerns, make suggestions or seek advice, designed and operated in line with the representative organization of workers	NIS report 2018: p.16 (SpeakUp Office) Novartis.com (Handling complaints)
Criterion 8: The COP describes effective monitoring and evaluation mechanisms of labor principles integration	
System to track and measure performance based on standardized performance metrics	NIS report 2018: p.14 (Rollout of new incentive system) NIS report 2018: p.39 (Employee performance review) NIS report 2018: p.47 (Performance indicators 2018) Annual Review 2018: p.23 (Employee performance review)
Dialogues with the representative organization of workers to regularly review progress made and jointly identify priorities for the future	Novartis Human Rights Guideline
Audits or other steps to monitor and improve the working conditions of companies in the supply chain, in line with principles of international labor standards	NIS report 2018: p.42 (Maintaining a responsible supply chain) NIS report 2018: p.50 (Supply chain performance indicators) Novartis.com (Responsible Supply Chain Management)
Process to positively engage with the suppliers to address the challenges (i.e., partnership approach instead of corrective approach) through schemes to improve workplace practices	NIS report 2018: p.42 (Maintaining a responsible supply chain)

	Novartis.com (Responsible Supply Chain Management)
Outcomes of integration of the Labor principles	Novartis.com (Living wage)
Environment	
Criterion 9: The COP describes robust commitments, strategies or policies in the area of environmental stewardship	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	NIS report 2018: p.45 (New environmental targets)
Reference to relevant international conventions and other international instruments (e.g. Rio Declaration on Environment and Development)	NIS report 2018: p.58 (Appendix: external initiatives and membership of associations) Novartis position on biodiversity/bioprospecting Novartis position on pharmaceuticals in the environment
Reflection on the relevance of environmental stewardship for the company	NIS report 2018: p.43 (Enhancing our environmental sustainability) Annual Review 2018: p.43 (Environmental sustainability) Novartis.com (Becoming an environmentally sustainable business) Novartis Global Health, Safety and Environment Policy
Written company policy on environmental stewardship	Novartis Global Health, Safety and Environment Policy
Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners	Novartis Global Health, Safety and Environment Policy Novartis Supplier Code Novartis Third Party Code
Specific commitments and goals for specified years	NIS report 2018: p.43 (Enhancing our environmental sustainability)
Criterion 10: The COP describes effective management systems to integrate the environmental principles	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	NIS report 2018: p.45 (New environmental targets)
Environmental risk and impact assessments	NIS report 2018: p.10, p.11 (Impact valuation) NIS report 2018: p.43 (Enhancing our environmental sustainability) NIS report 2018: p.50 (Environmental performance indicators)

	<p>Annual Review 2018: p.52 (Board oversight and risk management)</p> <p>Novartis.com (Risk management)</p> <p>Novartis Global Health, Safety and Environment Policy CDP Climate Change Information Request CDP Water Information Request</p>
Assessments of lifecycle impact of products, ensuring environmentally sound management policies	<p>NIS report 2018: p.43 (Enhancing our environmental sustainability) NIS report 2018: p.50 (Environmental performance indicators)</p>
Allocation of responsibilities and accountability within the organization	<p>Novartis Global Health, Safety and Environment Policy</p> <p>Annual Review 2018: p.48 (Governance)</p> <p>Corporate Responsibility Guideline</p>
Internal awareness-raising and training on environmental stewardship for management and employees	<p>Novartis Global Health, Safety and Environment Policy</p>
Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts	<p>NIS report 2018: p.16 (SpeakUp Office)</p> <p>Novartis.com (Handling complaints)</p>
Criterion 11: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	<p>NIS report 2018: p.45 (New environmental targets)</p>
System to track and measure performance based on standardized performance metrics	<p>NIS report 2018: p.10, p.11 (Impact valuation) NIS report 2018: p.43 (Enhancing our environmental sustainability) NIS report 2018: p.50 (Environmental performance indicators)</p> <p>Annual Review 2018: p.43 (Environmental sustainability)</p> <p>Novartis.com (Becoming an environmentally sustainable business) Novartis carbon-sink forestry projects Environment carbon-sink programs</p>
Leadership review of monitoring and improvement results	<p>Novartis Global Health, Safety and Environment Policy</p>
Process to deal with incidents	<p>NIS report 2018: p.16 (SpeakUp Office)</p> <p>Novartis.com (Handling complaints)</p>

Audits or other steps to monitor and improve the environmental performance of companies in the supply chain	<p>NIS report 2018: p.42 (Maintaining a responsible supply chain) NIS report 2018: p.50 (Supply chain performance indicators)</p> <p>Novartis.com (Responsible Supply Chain Management) Novartis.com (Supply chain environmental footprint)</p> <p>Novartis Global Health, Safety and Environment Policy Novartis Supplier Code Novartis Third Party Code</p>
Outcomes of integration of the environmental principles	<p>NIS report 2018: p.35 (Being a responsible citizen) NIS report 2018: p.43 (Enhancing our environmental sustainability) NIS report 2018: p.50 (Environmental performance indicators)</p>
Anti-Corruption	
Criterion 12: The COP describes robust commitments, strategies or policies in the area of anti-corruption	
Publicly stated formal policy of zero-tolerance of corruption (D1)	<p>Novartis Code of Conduct Novartis Anti-Bribery Policy</p>
Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes (B2)	NIS report 2018: p.58 (Appendix: external initiatives and membership of associations)
Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption (D2)	NIS report 2018: p.58 (Appendix: external initiatives and membership of associations)
Detailed policies for high-risk areas of corruption (D4)	<p>Novartis Code of Conduct Novartis Anti-Bribery Policy Novartis Conflicts of Interest Policy Novartis Professional Practices Policy Novartis Global Guideline for responsible lobbying Novartis position on collaborating with patient organizations</p>
Policy on anti-corruption regarding business partners (D5)	Novartis Anti-Bribery Third Party Guideline
Criterion 13: The COP describes effective management systems to integrate the anti-corruption principle	
Support by the organization's leadership for anti-corruption (B4)	<p>NIS report 2018: p.8 (Message from the CEO) Annual Review 2018: p.2 (Chairman's letter) Annual Review 2018: p.3 (CEO's letter)</p>
Carrying out risk assessment of potential areas of corruption (D3)	NIS report 2018: p.15 (New risk assessment and monitoring process launched)

	<p>NIS report 2018: p.47 (Ethical business practices performance indicators)</p> <p>Annual Review 2018: p.52 (Board oversight and risk management)</p>
Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees (B5 + D8)	NIS report 2018: p.13 (Holding ourselves to the highest ethical standards)
Internal checks and balances to ensure consistency with the anti-corruption commitment (B6)	NIS report 2018: p.13 (Holding ourselves to the highest ethical standards)
Actions taken to encourage business partners to implement anti-corruption commitments (D6)	<p>NIS report 2018: p.8 (Message from the CEO)</p> <p>NIS report 2018: p.13 (Holding ourselves to the highest ethical standards)</p>
Management responsibility and accountability for implementation of the anti-corruption commitment or policy (D7)	<p>NIS report 2018: p.15 (New risk assessment and monitoring process launched)</p> <p>Annual Review 2018: p.52 (Board oversight and risk management)</p>
Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice (D9)	<p>NIS report 2018: p.16 (SpeakUp Office)</p> <p>Novartis.com (Handling complaints)</p>
Internal accounting and auditing procedures related to anticorruption (D10)	<p>NIS report 2018: p.15 (New risk assessment and monitoring process launched)</p> <p>Annual Review 2018: p.40 (Build trust with society)</p> <p>Novartis.com (Establishing standards of integrity)</p>
Criterion 14: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	
Leadership review of monitoring and improvement results (D12)	<p>NIS report 2018: p.15 (New risk assessment and monitoring process launched)</p> <p>Annual Review 2018: p.40 (Build trust with society)</p> <p>Novartis.com (Establishing standards of integrity)</p>
Process to deal with incidents (D13)	<p>NIS report 2018: p.16 (SpeakUp Office)</p> <p>Novartis.com (Handling complaints)</p>
Public legal cases regarding corruption (D14)	<p>NIS report 2018: p.13 (Holding ourselves to the highest ethical standards)</p> <p>Annual Review 2018: p.40 (Build trust with society)</p>
Use of independent external assurance of anti-corruption programs (D15)	NIS report 2018: p.15 (New risk assessment and monitoring process launched)

	Novartis.com (Establishing standards of integrity)
Outcomes of integration of the anti-corruption principle	<p>NIS report 2018: p.15 (New risk assessment and monitoring process launched)</p> <p>NIS report 2018: p.43 (Responsible Procurement risk indicator tool)</p> <p>Novartis.com (Establishing standards of integrity)</p>
UN Goals and Issues	
Criterion 15: The COP describes core business contributions to UN goals and issues	
Align core business strategy with one or more relevant UN goals/issues	NIS report 2018: p.12 (Contributing to the UN goals)
Develop relevant products and services or design business models that contribute to UN goals/issues	NSB report 2018 (References to universal health coverage)
Adopt and modify operating procedures to maximize contribution to UN goals/issues	<p>NIS report 2018: p.12 (Contributing to the UN goals)</p> <p>NSB report 2018 (References to universal health coverage)</p>
Criterion 16: The COP describes strategic social investments and philanthropy	
Pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy	<p>NIS report 2018: p.18 (Being part of the solution on pricing and access)</p> <p>NIS report 2018: p.29 (Addressing global health challenges)</p> <p>NSB report 2018: p.11 (Changing the pharma model from the few to the many)</p> <p>Novartis.com (Expanding access to healthcare)</p>
Coordinate efforts with other organizations and initiatives to amplify—and not negate or unnecessarily duplicate—the efforts of other contributors	<p>NIS report 2018: p.18 (Being part of the solution on pricing and access)</p> <p>NIS report 2018: p.29 (Addressing global health challenges)</p> <p>NSB report 2018: p.24 (Partnering to solve healthcare ecosystem challenges)</p>
Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups	<p>NIS report 2018: p.25 (Strengthening healthcare systems for maximum impact)</p> <p>NSB report 2018: p.24 (Partnering to solve healthcare ecosystem challenges)</p> <p>Novartis.com (Patient organization funding)</p> <p>Novartis Position on Collaborating with Patient Organizations</p>

	Novartis.com (Payments to Healthcare Professionals)
Criterion 17: The COP describes advocacy and public policy engagement	
Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to fulfill this criterion, including goals, timelines, metrics, and responsible staff	Novartis position on value-based healthcare
Publicly advocate the importance of action in relation to one or more UN goals/issues	NIS report 2018: p.12 (Contributing to the UN goals) NIS report 2018: p.58 (Appendix: external initiatives and membership of associations)
Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues	NIS report 2018: p.40 (Diversity & Inclusion) NIS report 2018: p.58 (Appendix: external initiatives and membership of associations)
Criterion 18: The COP describes partnerships and collective action	
Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy	NIS report 2018: p.18 (Being part of the solution on pricing and access) NIS report 2018: p.29 (Addressing global health challenges) NSB report 2018: p.24 (Partnering to solve healthcare ecosystem challenges)
Join industry peers, UN entities and/or other stakeholders in initiatives contributing to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives extending the company's positive impact on its value chain	NIS report 2018: p.18 (Being part of the solution on pricing and access) NIS report 2018: p.29 (Addressing global health challenges) NSB report 2018: p.24 (Partnering to solve healthcare ecosystem challenges)
Governance	
Criterion 19: The COP describes CEO commitment and leadership	
CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation	NIS report 2018: p.8 (Message from the CEO)
CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact	NIS report 2018: p.8 (Message from the CEO)
CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards	NIS report 2018: p.8 (Message from the CEO)
Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team	NIS report 2018: p.8 (Message from the CEO) NIS report 2018: p.9 (Global Health & Corporate Responsibility at Novartis) Annual Review 2018: p.54 (CEO compensation)

Criterion 20: The COP describes Board adoption and oversight	
Board of Directors (or equivalent) assumes responsibility and oversight for long-term corporate sustainability strategy and performance	NIS report 2018: p.9 (Streamlining our governance) Annual Review 2018: p.48 (Governance) Corporate Responsibility Guideline
Board establishes, where permissible, a committee or assigns an individual board member with responsibility for corporate sustainability.	NIS report 2018: p.9 (Streamlining our governance) Annual Review 2018: p.48 (Governance) Corporate Responsibility Guideline
Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress)	NIS report 2018: p.9 (Streamlining our governance) Annual Review 2018: p.48 (Governance) Corporate Responsibility Guideline
Criterion 21: The COP describes stakeholder engagement	
Publicly recognize responsibility for the company's impacts on internal and external stakeholders	NIS report 2018: p.9 (CR materiality) NIS report 2018: p.10 (Measuring and valuing our impact) NIS report 2018: p.56 (CR materiality assessment issue cluster and topic definitions) NSB report 2018: p.30 (Measurement and evaluation)
Define sustainability strategies, goals and policies in consultation with key stakeholders	NIS report 2018: p.9 (CR materiality) NIS report 2018: p.10 (Measuring and valuing our impact) NIS report 2018: p.56 (CR materiality assessment issue cluster and topic definitions) NSB report 2018: p.30 (Measurement and evaluation)
Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance	NIS report 2018: p.9 (CR materiality) NIS report 2018: p.10 (Measuring and valuing our impact) NIS report 2018: p.56 (CR materiality assessment issue cluster and topic definitions) NSB report 2018: p.30 (Measurement and evaluation)

Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns	NIS report 2018: p.9 (CR materiality) NIS report 2018: p.10 (Measuring and valuing our impact) NIS report 2018: p.39 (Caring for our people) NIS report 2018: p.56 (CR materiality assessment issue cluster and topic definitions) Novartis.com (NSB stakeholder dialogues)
Other established or emerging best practices	NIS report 2018: p.41 (Corporate Volunteering)
Women's Empowerment	
The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the community	
Designing community stakeholder engagements that are free of gender discrimination/stereotyping and sensitive to gender issues	NIS report 2018: p.29 (Addressing global health challenges) NIS report 2018: p.40 (Diversity & Inclusion) NSB report 2018 Novartis.com (Community engagement) Novartis.com (Corporate Volunteering)
Ensuring female beneficiaries of community programs	NIS report 2018: p.29 (Addressing global health challenges) NSB report 2018
Community initiatives specifically targeted at the empowerment of women and girls	NIS report 2018: p.40 (Diversity & Inclusion) NSB report 2018
Strategies to ensure that community investment projects and programs (including economic, social and environmental) positively impact women and girls	NIS report 2018: p.41 (Corporate Volunteering) NSB report 2018 Novartis.com (Community engagement) Novartis.com (Corporate volunteering)
The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the workplace	
Achieving and maintaining gender equality in senior management and board positions	NIS report 2018: p.40 (Diversity & Inclusion) NIS report 2018: p.49 (People performance indicators)
Achieving and maintaining gender equality in middle management positions	NIS report 2018: p.40 (Diversity & Inclusion) NIS report 2018: p.49 (People performance indicators)
Equal pay for work of equal value	NIS report 2018: p.40 (Diversity & Inclusion) NIS report 2018: p.49 (People performance indicators)

Flexible work options	Novartis.com (Diversity & Inclusion) Novartis.com (Flexibility at Novartis: Ana Graf) Novartis.com (Flexibility at Novartis: Peter Canavan) Novartis.com (Flexibility at Novartis: Deepti Mittal)
Access to child and dependent care	Childcare facilities are accessible to Novartis employees
Support for pregnant women and those returning from maternity leave	Novartis.com (Global equal parental leave policy for all Novartis parents)
Recruitment and retention, including training and development, of female employees	NIS report 2018: p.40 (Diversity & Inclusion) Novartis.com (Training and guiding associates) Novartis.com (Recruitment) Annual Review 2018: p23 (Talent strategy)
Gender-specific health and safety issues	Novartis.com (Women with lung disease)
Gender-based violence and harassment	Novartis.com (Handling complaints) NIS report 2018: p.16 (SpeakUp Office)
Education and training opportunities for women workers	Novartis.com (Training and guiding associates)
Creating and maintaining workplace awareness of gender equality and, inclusion and non-discrimination for all workers	NIS report 2018: p.40 (Diversity & Inclusion) Novartis Human Rights Guideline Modern Slavery Act Statement
Mentoring and sponsorship opportunities for women workers	Novartis.com (Female scientists)
The COP contains or refers to sex-disaggregated data	
Achieving and maintaining gender equality in senior management and board positions	NIS report 2018: p.40 (Diversity & Inclusion) NIS report 2018: p.49 (People performance indicators)
Achieving and maintaining gender equality in middle management positions	NIS report 2018: p.40 (Diversity & Inclusion) NIS report 2018: p.49 (People performance indicators)
Flexible work options	NIS report 2018: p.49 (People performance indicators) Novartis.com (Flexibility at Novartis: Ana Graf) Novartis.com (Flexibility at Novartis: Peter Canavan) Novartis.com (Flexibility at Novartis: Deepti Mittal)
The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the marketplace	
Gender-sensitive marketing	Novartis develops patient education materials specifically aimed at women
Gender-sensitive product and service development	We run gender-specific studies; for instance, we conducted an observational study in

	Zambia on the exposure to artemether-lumefantrine in first trimester pregnancy Ribociclib in post-menopausal women
Which of the following Sustainable Development Goals (SDGs) do the activities described in your COP address?	SDG 3, SDG 5, SDG 6, SDG 7, SDG 8, SDG 9, SDG 10, SDG 12, SDG 13, SDG 14, SDG 15, SDG 16, SDG 17 NIS report 2018: p.12 (Contributing to the UN goals) NIS report 2018: p.51 (Novartis GRI Content Index) NIS report 2018: p.58 (Appendix: external initiatives and membership of associations)
With respect to your company's actions to advance the Sustainable Development Goals (SDGs), the COP describes	
Where the company's priorities lie with respect to one or more SDGs	NIS report 2018: p.12 (Contributing to the UN goals) NIS report 2018: p.51 (Novartis GRI Content Index)
Goals and indicators set by our company with respect to one or more SDGs	NIS report 2018: p.47 (Performance indicators 2018)
How one or more SDGs are integrated into the company's business model	NIS report 2018: p.12 (Contributing to the UN goals) NIS report 2018: p.51 (Novartis GRI Content Index)
If the companies' activities related to the SDGs are undertaken in collaboration with other stakeholders	NIS report 2018: p.25 (Strengthening healthcare systems) NIS report 2018: p.29 (Addressing global health challenges) NSB report 2018: p.24 (Partnering to solve healthcare ecosystem challenges)