



ERG LEADERSHIP HANDBOOK



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| COMPANY | Novartis |
| ERG | Hispanic Latino Network |

In a climate of increasing social and political tension, the Hispanic Latino Network (HLN) at Novartis recognized they could play an important role in building awareness and knowledge around issues related to DACA (Deferred Action for Childhood Arrivals). To spark a meaningful dialogue, the HLN

invited four DACA program recipients from the community to share their story. The event helped debunk common stereotypes and misconceptions associated with DACA, and was effective in building empathy and understanding. Participants heard firsthand accounts of the experiences of DACA

recipients, their fears surrounding deportation, and how hard they work to get and stay in school and build meaningful and successful lives, despite facing enormous hurdles. The ERG plans to hold a follow-up event to see where the four DACA recipients are in their journey.

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| COMPANY | Novartis |
| ERG | Caregivers Alliance for Resources, Education and Services (CARES) |
| CHALLENGE | While Novartis provides generous benefits to caregivers, the company recognized that not many employees utilize those benefits, or even know what is available to them. |
| SOLUTION | CARES joined with a team of multiple cross-functional business units to create The Caregiver's Guidebook. |

Novartis's employee-led Caregivers Alliance for Resource, Education and Services (CARES) provides education and awareness to build understanding about what it means to be a caregiver. The CARES employee resource group (ERG) advocates and engages on behalf of associates who are caregivers, and its members leverage their experiences and insight to impact the Novartis culture and foster a supportive community.

CARES understood that some employees had concerns about how they would be perceived when they needed to provide caregiving support to family members, depending on who the family member was and what the circumstances were. For example, they were worried that providing caregiving to a child might be seen as more important than caring for an elderly parent. The group also understood that associates can find themselves thrust into a caregiving situation with little or no warning or preparation. The emotional stress of caring for persons who are aging, chronically ill or disabled is debilitating for

family members, especially when they are also managing career demands.

While Novartis provides generous benefits to caregivers, the company recognized that not many employees utilize those benefits, or even know what is available to them. The CARES ERG brought specialists into the organization and worked closely with HR to provide their perspective on being a caregiver. The ERG was able to provide important information and insights about the needs of caregivers and to bring attention to the challenges they face, at home and in the workplace. In recognition of the number employees in the workforce providing caregiving, and the toll of those responsibilities, the company implemented a reason neutral workplace flexibility policy to support caregivers.

Over the course of six months, CARES joined with a team of multiple cross-functional business units to create The Caregiver's Guidebook. The collaboration included medical practitioners from corporate health,

benefits and HR professionals, patient support services, legal, and the company's in-house print production team. The Guidebook examines the company's benefit programs through the lens of a caregiver and provides guidance on all areas of caregiving, not just elder care. It is designed to communicate internal and external caregiving resources to Novartis associates, and includes a wide range of information, from detailed guidance on how to write a will, to where to find a home health aide, or how to navigate the care of an elderly parent. The Guidebook is an important internal resource for caregivers at Novartis.

The CARES ERG has significant organization-wide impact. Caregiving can affect every person in the organization, crossing across diversity dimensions including gender, ethnicity, race, religion, age and sexual orientation. Novartis understands that even if an employee is not already a caregiver, it is likely that they will be affected by caregiving responsibilities at some point during their lifetime.