

ESG Index: Corporate governance

Corporate Governance

Novartis is committed to good corporate governance. The Group's principles and rules on corporate governance are laid down in the Articles of Incorporation, the Regulations of the Board and the Charters of the Board Committees. The Board's Governance, Sustainability and Nomination Committee reviews these principles and rules regularly in light of prevailing best practices and forwards suggestions for improvement to the full Board for approval.

Relevant links and disclosures

- [Corporate Governance summary \(PDF 5.0 MB\)](#)
- [General Meetings](#)
- [Regulations of the Board of Directors, the Board Committees and the Executive Committee of Novartis AG \(PDF 0.2 MB\)](#)
- [Articles of Incorporation \(PDF 0.2 MB\)](#)

Board and executive remuneration

At Novartis, our compensation system seeks to reward our executives for delivering sustainable growth, successful outcomes on our financial and strategic targets and value creation for our shareholders. We aim to be transparent in how we link executive compensation to performance and continue to engage with shareholders and proxy advisors in this effort.

Relevant links and disclosures

- [Progress \(PDF 3.5 MB\)](#)
- [Compensation report summary \(PDF 5.0 MB\)](#)

Business ethics

Building trust with customers, patients, associates and society is the foundation of our long-term success. To meet the expectations society has of our industry, we strive to maintain high ethical standards, manage risk effectively and ensure we comply with applicable laws and regulations.

Relevant links and disclosures

- [Progress \(PDF 5.0 MB\)](#)
- [Novartis Code of Ethics \(PDF 2.2 MB\)](#)
- [Ethics, Risk, Compliance Training approach \(PDF 0.5 MB\)](#)
- [Third Party Code \(PDF 0.4 MB\)](#)
- [Doing Business Ethically \(PDF 0.4 MB\)](#)
- [Conflicts of Interest Guideline \(PDF 0.3 MB\)](#)

Information security & data privacy

At Novartis, and as reflected in our Code of Ethics, we are committed to the responsible use of personal information in our business processes and the setting of the appropriate standards to achieve this purpose. We have robust governance, policies and systems in place to ensure the security of our data and IT systems, including Board-level oversight of cybersecurity through the Risk Committee, and management-level responsibility through our Chief Information Security Officer (CISO).

Relevant links and disclosures

- [Novartis Data Privacy Policy \(PDF 0.4 MB\)](#)
- [Novartis Code of Ethics \(PDF 2.2 MB\)](#)
- [General Privacy Notice for Third Parties \(PDF 0.2 MB\)](#)
- [General Privacy Notice for External Stakeholders](#)
- [General Privacy Notice for Business Partners \(PDF 0.2 MB\)](#)
- [Our Commitment to ethical and responsible use of AI](#)

Risk management

The Novartis Enterprise Risk Management (ERM) framework is designed to generate a holistic view of risks for the company and drive a culture of smart risk-taking. While our Code of Ethics sets the ethical framework for all employees to manage risk across our business, risk management is a fundamental leadership responsibility that involves active engagement by leaders at each stage of the process. The overall ERM process is the responsibility of the Chief Ethics, Risk & Compliance Officer, with oversight from the Executive Committee of Novartis and the Board of Directors.

Relevant links and disclosures

- [Progress \(PDF 5.0 MB\)](#)
- [Novartis Enterprise Risk Management \(PDF 0.2 MB\)](#)
- [Novartis External Partner Risk Management \(EPRM\)](#)
- [Risk Factors \(Novartis Form 20-F Disclosure 2024\) \(PDF 3.5 MB\)](#)

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