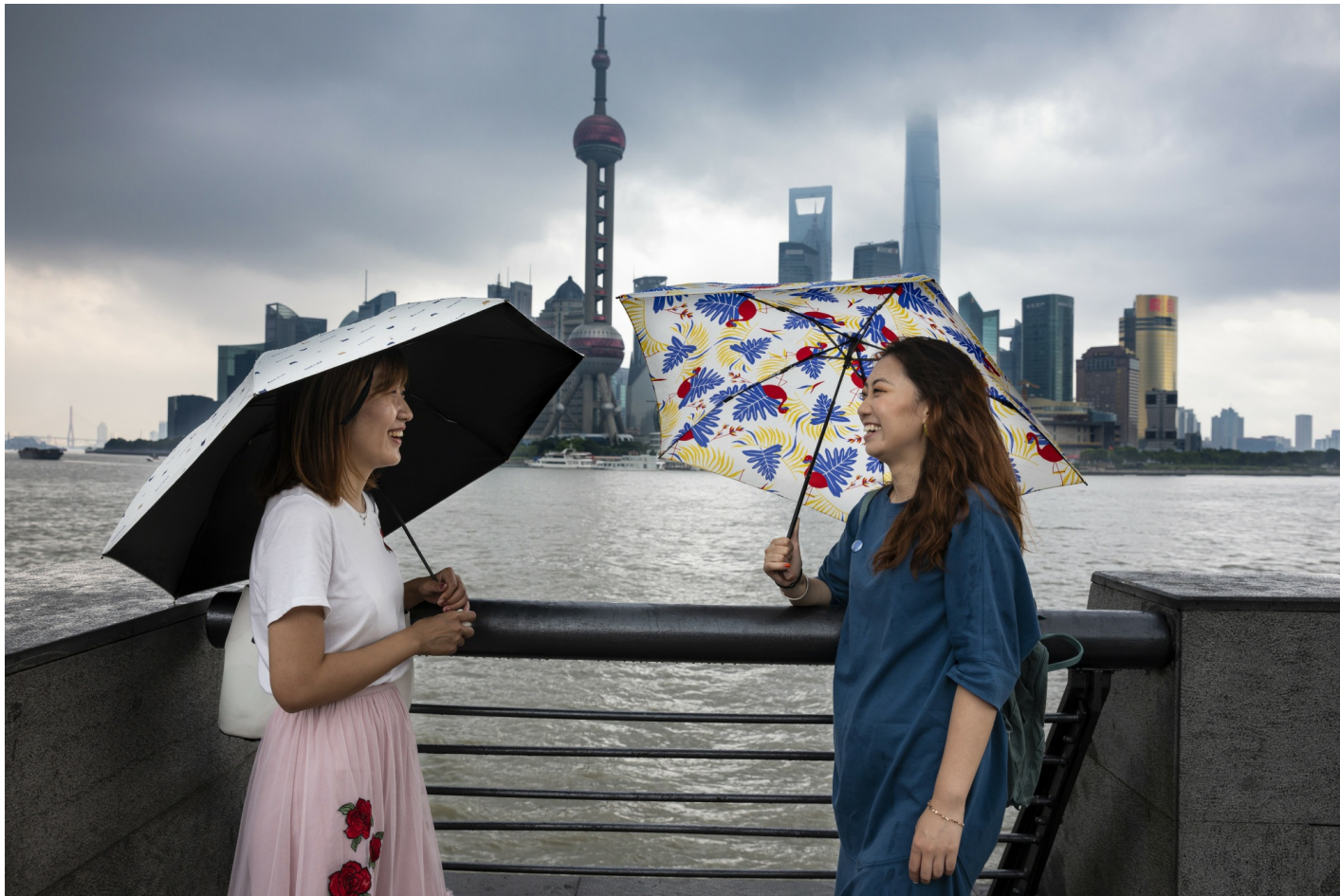


Our Equal Pay International Coalition (EPIC) Commitments

In 2018, Novartis made a public pledge with the United Nations' Equal Pay International Coalition (EPIC) to help close the overall gender pay gap by:



Monitoring pay equity with global consistency



Removing the use of historical salary comparisons from our internal and external job offer process to remove possible bias



Creating pay transparency



Achieving gender balance in management

To sustain our progress, we renewed our EPIC pledge in 2023 to:

- remain committed to maintain gender balance in management (which seeks to ensure nondiscrimination and equal opportunities for both men and women to advance)
- review our human resource practices beyond base pay to eliminate any further potential sources of bias from the system
- make the requirements of the new EU Pay Transparency Directive our global minimum standard for internal pay equity (i.e. ensuring nondiscrimination in pay by compensating employees fairly for similar jobs based solely on job-related factors) and pay transparency reporting.

While Novartis is deeply committed to inclusion and is proud of its progress, it's important to note that all employment decisions are based solely on job related factors, including the skills, qualifications and experience of the candidate, without regard to gender, race, ethnicity, or any other personal characteristics unrelated to the job. Novartis, as a global company, complies with the laws of each country within which it operates.



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List of links present in page

1. <https://prod1.novartis.com/about/inclusion/promoting-inclusion/our-equal-pay-international-coalition-epic-commitments>