



SANDOZ



Sandoz Mentoring Program

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Agenda

- Sandoz Mentoring Program Overview
- Roles
- Process
- Personal Experience

Objectives of Sandoz Mentoring Program

- Accelerate the targeted development of female talents and key position holders through mentoring partnerships, also closely linked to our D&I program. It should facilitate
 - Networking
 - Professional growth
 - Personal development
- This will support:
 - Sandoz's Talent Management strategy
 - Retention of key players
- The selection of the mentees is based on the nomination of the SEC members, approved by the CEO.
- Currently, we have 19 female talents paired with each SEC leader.

Program Facts

- Program runs since 2008; currently the 3rd group
- Every SEC leader is assigned 1 mentee per cycle
- 2008: 9 Mentees / 2009: 15 Mentees / 2010: 19 Mentees
- Mentees represent our key talent as assessed in our annual talent management process (assessment factors focus on potential and performance of each employee).
- Level of Mentees ranges from middle to senior management positions
- Mentees come from all organizational units: TechOps, ComOps, AI/ API, Biopharma, Product Development, Quality Assurance, Support Functions
- Additional global mentoring program launched this year;
 - includes male mentees as well
 - mentors are senior managers (both female and male) in key positions

Geographical diversity – 2010 status

Asia:



China



Indonesia

Central & Eastern Europe:



Russia



Poland



Slovenia



Ukraine



Romania

Western Europe:



Germany



Austria



Switzerland



Italy

Middle East, Turkey & Africa:



Turkey

North America:



USA

Latin America:



Brazil

Mentees per country*:

1 China
1 Indonesia

1 Russia
3 Poland
2 Slovenia
1 Ukraine
3 Romania

16 Germany
2 Austria
2 Switzerland
1 Italy




2 Turkey

2 USA

1 Brazil

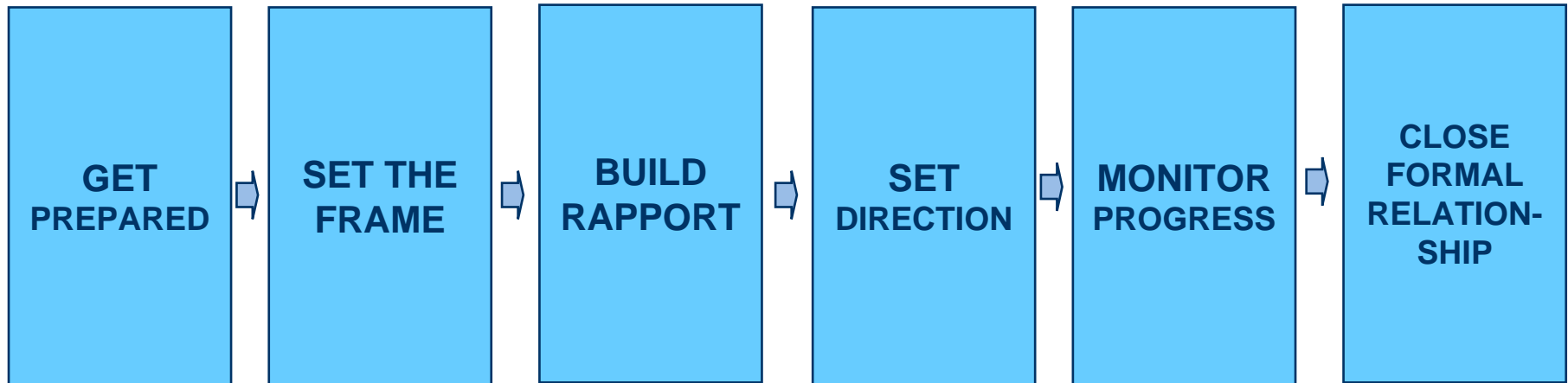


Roles

| | Responsibilities | Benefits |
|--|--|---|
|  Mentee | <ul style="list-style-type: none">▪ Expresses needs, sets clear goals▪ Seeks feedback, actively listens▪ Learns and implements▪ Builds trust | <ul style="list-style-type: none">▪ Increased networking skills▪ Learn from new perspective▪ Advice for on-the-job problems▪ Insight into org. politics, processes |
|  Mentor | <ul style="list-style-type: none">▪ Actively listens, provides feedback, and encouragement▪ Advisor/sounding board for ideas, decisions, plans▪ Broker/door opener to build networks and recommend for opportunities | <ul style="list-style-type: none">▪ Time to reflect on development▪ Improve coaching skills▪ Influences others▪ Gets to know talent from other teams |
|  Manager | <ul style="list-style-type: none">▪ Support employee in their development▪ Respects confidentiality▪ Recognises opportunity to enhance performance and development of employee | <ul style="list-style-type: none">▪ Develop and motivate employees▪ Additional support to enhance performance |

Building the mentoring relationship

Mentoring partnerships need to be developed via a conscious, stepwise approach



We recommend that the mentoring meetings take place every 6-8 weeks, preferably face to face over a time span of approximately one year.