

Sandoz is uniquely positioned as both a global generics leader in its own right and part of the worldwide Novartis Group.

Our single greatest differentiator is our entrepreneurial culture and the quality and commitment of our associates. We combine the resources and long-term vision of a global pharmaceutical leader with the energy, drive and flexibility of a start-up. Many of our top leaders cite this deep-rooted entrepreneurial culture as one of the main reasons they choose to work at Sandoz.

[Learn more on the Novartis website](#)

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## **People and Culture**

The group-wide Novartis Values & Behaviors are key to creating a culture that is performance oriented but still focused on collaboration, inclusive leadership and innovation, whilst safeguarding quality and integrity.

[Learn more](#)

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## **Diversity & Inclusion**

Our diverse workforce brings different people and perspectives together, our inclusivity is what makes this work. Here we prioritize feeling valued, respected and heard.

[Learn more](#)

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## **Personal Growth**

Very simply, our people are Novartis. Which is why we strive to ensure that you will have every opportunity to drive your own learning and personal growth.

[Learn more](#)

## **Flexible Working**

Sandoz aims to enable associates to be productive on their own terms and at times that work best for them and their teams. We offer flexible hours, part-time, job sharing, home office and many more options.

## **Performance Culture**

At Sandoz, our performance-oriented culture and responsible approach are the foundation of our success, which we recognize depends on the creativity, dedication and performance of our people. As a result, we believe in employing outstanding people, who individually and as a team deliver outstanding results.

Our annual performance management process here at Sandoz reflects our dedication to the achievement of outstanding results. This process is implemented in all 42 countries in which we operate, and applies to most

positions in our company. At the beginning of each financial year, employees agree on objectives that they will be expected to achieve that year with their manager. These objectives support overall business priorities and are typically both individual and team-based.

## **Rewards and Recognition**

The success of Sandoz depends on the performance and dedication of each of our associates. We strive to be an employer of choice that attracts, develops and motivates talented and performance-driven people from all around the world.

A key element in building a winning culture is providing an environment where associates are recognized for their individual contributions and performance, as well as provided continuous feedback so that they might improve themselves and their performance.

We want to foster a culture where all employees feel an inherent responsibility to also contribute to the growth of their colleagues, by providing them with constructive and forward-looking feedback, in alignment with the Sandoz values and behaviours.

Our performance-based compensation policy applies to all Sandoz employees and is designed to:

- Align the objectives of associates with the interests of Novartis shareholders;
- Incentivize associates to create sustainable value for Sandoz/Novartis;
- Support a diverse and performance-oriented culture that allows Sandoz to reward people who perform well; and,
- Be competitive with world-class companies and industry peers.

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