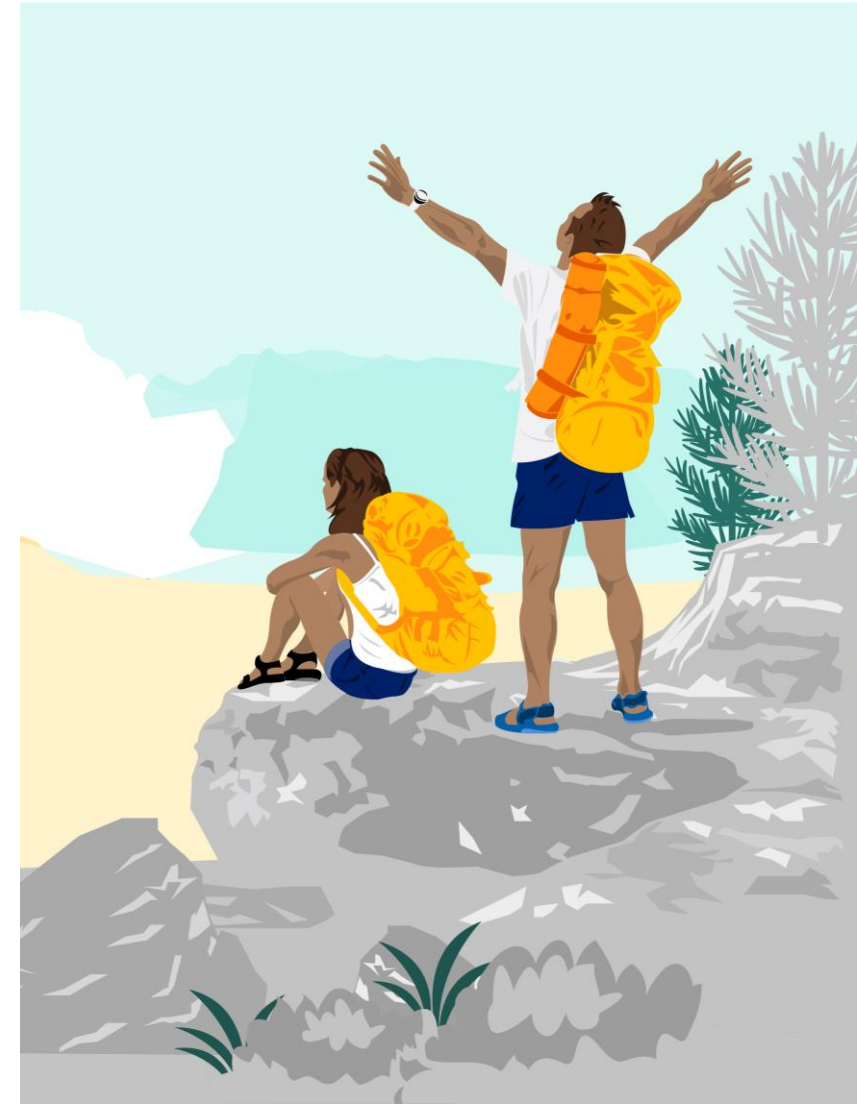


Transforming Safety Culture

**Integrating Psychological Wellbeing for
Enhanced Risk Management**

Estella Madna
Global Wellbeing Director
Novartis Pharmaceuticals

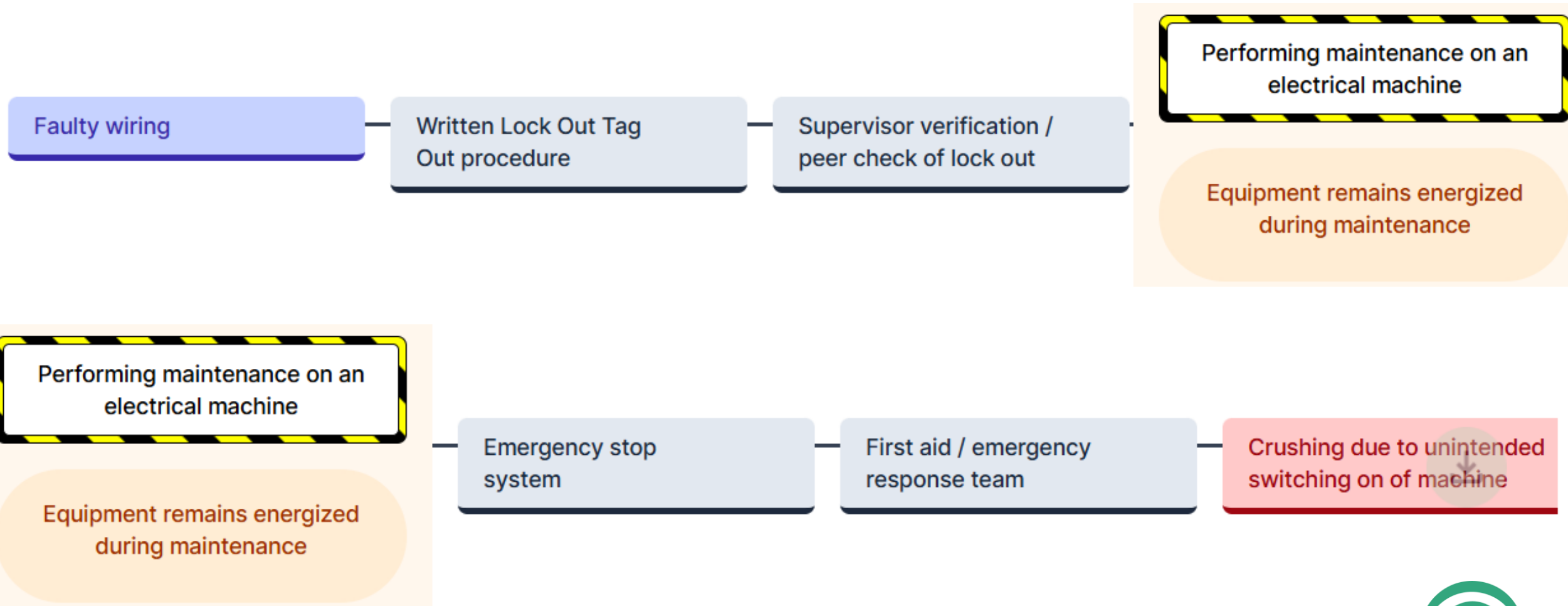
September 2025



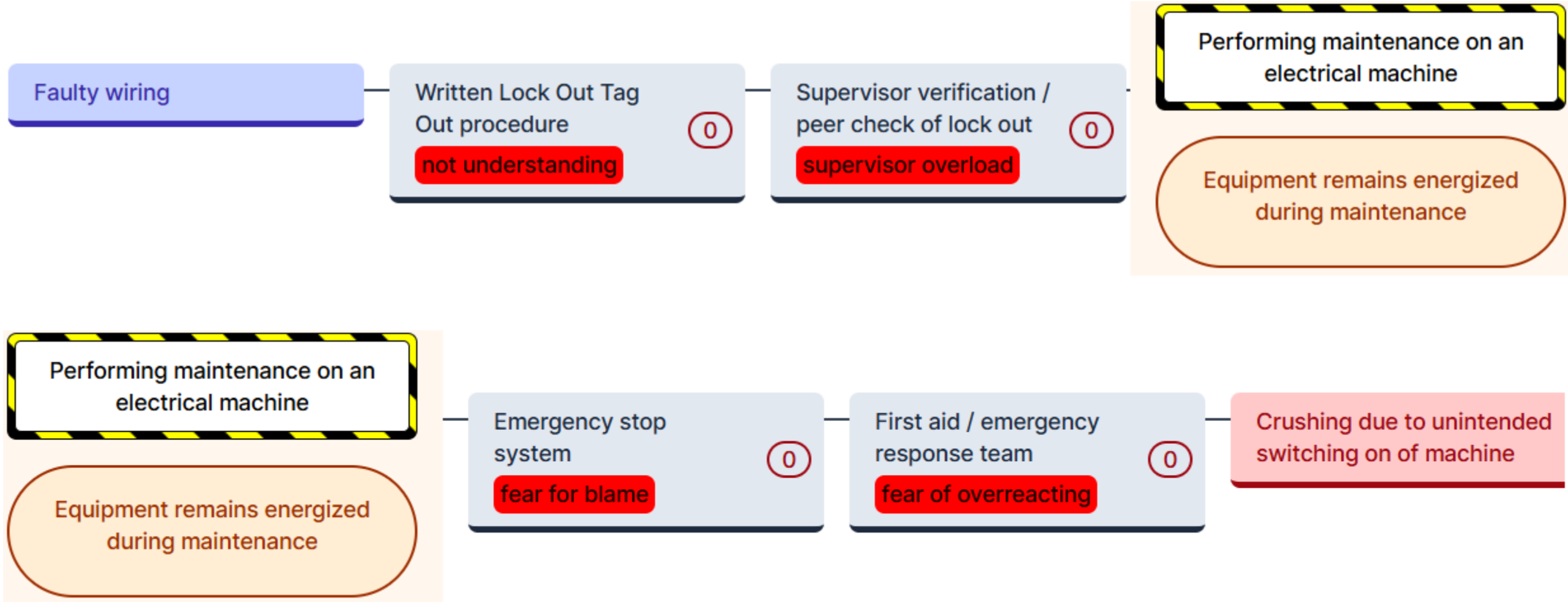
Barrier risk model



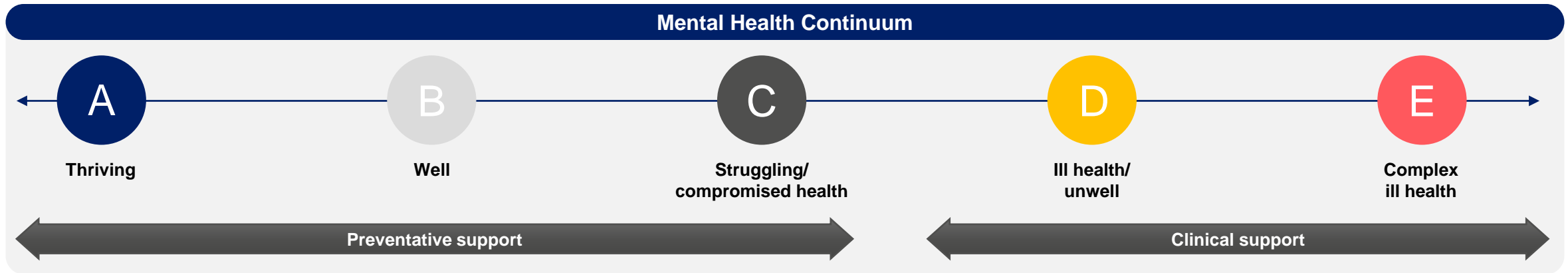
People-dependent Barriers



People-dependent Barriers



Mental Health Continuum



- Engaged
- Productive
- Innovative
- Attentive
- Proactive

- Disengaged
- Distracted
- Unstable
- Resistant
- Reactive

Psychological Safety

- Speak up
- Express ideas
- Expose problems

Challenger
Safety

- Ask Questions
- Actively experiment
- Learn from mistakes

Learner
Safety

- All voices matter
- Feel valued
- Inclusion of all titles/positions

Inclusion
Safety

- Mutual access
- Open dialogue
- Constructive debate

Collaborator
Safety

Wellbeing Strategy in Novartis

Our Wellbeing framework follows duties of employers per the World Health Organization (WHO) and International Labor Organization (ILO) recommendations¹ (2022)

Reduce



Exposure to mental health risks for our people at Novartis through education and integration of wellbeing into the flow of the work

- Deliver on hotspot interventions
- Build a predictive model
- Educate & equip our leaders

Reduce mental health risks

Promote



Awareness of mental health and wellbeing at work, and strengthen skills and capabilities

- Communications & engagement
- Grow and build capability
- Mental Health First Aid Program

Strengthen our foundations

Support



Our people participate in and have the support to thrive at work no matter where they sit on the mental health continuum

- Global Employee Assistance Program (EAP)
- Variety of wellbeing tools & resources, accessible to all and personalized

Barriers are just as strong as the people upholding them.

Thank you

