

## Mahajan, Vinay

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**From:** Pfaff, Julie on behalf of Srinivasan, Badhri  
**Sent:** Thursday, May 18, 2017 6:33 PM  
**Subject:** Important announcement



Dear Colleagues,

I wanted to update you all about an important message that has just been shared with our colleagues in Statistical Programming and Data Management in the US and Basel. I am sharing this message with you all personally as it impacts our GDO organization.

There are two different decisions affecting Statistical Programming and Data Management. First, we have decided to move the majority of positions in Statistical Programming and Data Management from the US to Hyderabad. In addition, there is an intention to move most of the positions in Statistical Programming and Data Management from Switzerland to Hyderabad, subject to consultation with local and Euroforum partners. This will impact our sites in East Hanover, Princeton, Cambridge and Fort Worth in the US, and Basel in Switzerland. Any potential changes in Basel would only become effective after all required consultations are complete.

Global Drug Development is on a multi-year journey to become the most agile and productive drug development organization in the industry. Streamlining and consolidating operations, as well as our geographical footprint, is critical to our ability to deliver on our mission in a sustainable and scalable way.

With clinical trials increasing in number, complexity and cost, we need to continue to look for ways to bring more breakthrough medicines to patients more quickly and efficiently. The plan to move these positions to Hyderabad is an important step in our journey to do that. We would have the majority of our data management and statistical programming resources located in a single site, yet fully integrated with the larger

organization.

We have not taken these planned decisions lightly. We explored a number of options but given the considerable existing footprint and capabilities of Statistical Programming and Data Management in Hyderabad, we believe the time is right to scale our operations there.

The planned changes won't happen overnight. They will be implemented according to a transition plan and in part depending on the consultation process. To ensure a smooth handover and business continuity, transition teams have been set up with our colleagues in Hyderabad. We aim to complete the project transitions by early 2018. During the transition period, we will also continue to leverage our Hyderabad capabilities as well as external resources.

I understand that these changes can be unsettling. Many of those impacted are our friends and close colleagues. We recognize that their contributions and hard work have made our organization strong and successful, and we will do our best to help them through this tough time.

I know that you may have a number of questions and seek additional clarification. We ask you to reach out to your line managers and HR partners. You can also contact us through [ask.gdo@novartis.com](mailto:ask.gdo@novartis.com). The GDO leadership team and I will be working with you throughout this process, both answering questions as well as providing regular updates.

Kind regards,

Badhri

