



nav novartis angestellten verband
novartis employees association

We reap
what we sow!





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Editorial



Dear member

“You reap what you sow!”

It's certainly a well-known piece of wisdom and also a template for living a more fulfilling life. But what does this actually mean for us? Do we get something back from whatever we invest in? Will we, one day, reap the fruits of what we have sown? And what if we don't like what we reap?

In that scenario, we will need to change what we plant accordingly, but then also carefully tend to our seeds over time to ensure that they also flourish. We need to say goodbye to those habits that don't benefit us. Because only by taking honest and sustainable decisions will we be able to achieve a long-term and profitable harvest. The NAV is committed to the concept of sustainable sowing and appropriate care in order to meet the needs of our members in the long term.

In this issue, you will find a diverse collection of articles that may not immediately suggest the theme of “sowing and reaping” until after some reflection.

This is the eleventh time that the NAV has succeeded in conducting an interview with a member of the Novartis Executive Board. Naturally, it fills us with tremendous joy and a touch of pride! Find out more about DR. PATRICK HORBER, President International unit, and what inspires him and enables him to thrive in his work to this day!



DR. FRANK PETERSEN, former Head of the Natural Products Unit at Novartis, turns his attention to everything that nature has to offer. We take this last opportunity to gain an insight into the fascinating realm of nature and its biological processes and opportunities before he retires in July 2025.

In an exchange with NICOLA YUSTE, Head of Swiss Public Affairs, you will learn more about the importance of the Bilateral III Agreements between the EU and Switzerland and the significance of relations with the EU's internal market for our company.

STEFAN TÜGEND, a long-standing NAV member, describes his personal journey and his reasons for becoming a NAV member in a candid and insightful contribution, since only by acting in unity can we achieve a great deal.

Last but not least, take your time and immerse yourself in a virtual cultural journey along the wine routes of Alsace and Baden with our guest author ALAIN GRIMM. A poetic ode to a millennia-old cultural asset: the viticulture that connects our three countries. Your perusal efforts will be rewarded.

We trust you will enjoy some fruitful reading and wish you a wonderful summer.

Sincerely,
Andrea Fedriga-Haegeli & Davide Lauditi
Co-Chairs NAV



NAV Interview with Patrick Horber

The members of the Novartis Employees Association as well as our colleagues are always thrilled about the interviews we have been able to conduct with Novartis' leaders.

Thank you for your availability and for sharing your insights and experiences with us.

Most readers will already be familiar with your impressive biography. In your role as President of the International Unit at Novartis, you are contributing more than twenty years of experience in the biopharma sector and extensive knowledge in driving commercial performance on a global scale. As an experienced Swiss doctor, you speak five languages and have been President of the International Unit since the end of 2023.

On behalf of the NAV, I wish to thank you for your time and the opportunity to conduct this interview. It's something that we appreciate greatly.

DAVIDE LAUDITI
Co-President, Novartis Employees Association

TO THE INTERVIEW



Patrick Horber
President, International

What inspired you to study medicine?

PATRICK HORBER: I grew up in Peru. My mother volunteered at the local hospital, and on my way home from school, I often stopped by to pick her up. I was fascinated by medicine and its huge impact on people. Paired with my interest in science and the desire to work in a field that brings value to society, I knew very early on that I wanted to enter the world of medicine.

Does this inspiration still accompany you in your work today, and if so, in what way and why?

Absolutely! Improving and extending the lives of people remains at the core of my motivation and keeps me going on those days when it is not that easy to get up early in the morning. Although I am further away from the individual patient in my current role compared to when I worked at the hospital, I find great purpose in the scale and impact of our work.



What formative experiences and greatest challenges have you faced in your career at AbbVie and Roche, and how have they prepared you for your current position as President of our International Unit?

Each career step added unique skills and lessons to the toolbox that make up the leader I am today. Entering the industry as a sales representative provided me with the opportunity to truly understand what matters in the field. People couldn't believe why I gave up a career in the hospital to become a sales rep, but I always knew that this experience would be crucial. Over time, my set of experiences grew across different markets, regions and cultures – allowing me to shape and find my leadership style, which is very much focused on people.

The biggest challenge that followed me all the way through my career and across companies is the public perception of our industry. We provide such a huge benefit to society, but often, a different narrative prevails. I am strongly committed to keep working with passion and energy to move the needle, and to build greater trust with society.

What motivated you to switch to Novartis?

Novartis is an impressive company, particularly known across the industry for its strong innovative power and its commitment to access. These points played an important role in my decision. I am deeply convinced of our products and our pipeline, and I see it as a privilege to make groundbreaking therapies like radioligand therapies accessible to patients worldwide.

The strategic focus towards a pure-play innovative medicines company was also decisive for me. I am convinced that this is the right path – and the results of our first year as a focused company underline this.

Joining Novartis also felt a bit like a “homecoming.” Not just geographically! My father worked at Ciba-Geigy and at Novartis until 2001 – I remember following his work with interest.

What challenges did you face when joining Novartis, and what particularly positive aspects of our company have surprised you?

When I joined Novartis at the end of 2023, the company was going through a lot of change. We moved to a new way of working across Strategy & Growth, Research & Development and Commercial, with two separate units for the US and International. And we also moved away from having a global marketing and global value & access team, to dedicated teams for the US and International – recognizing the unique needs and priorities we have in each. This was a big shift for Novartis, especially for our commercial organizations, and changes of this magnitude come with many challenges. Despite this, from day one, I felt welcomed and inspired. I have only ever perceived one direction from our people – and that is forward, for patients. The talent, dedication and passion of our employees here at Novartis are really exceptional and continue to inspire me every day!

What do you think are the biggest challenges Novartis will have to face in the coming years?

Already this year we will encounter a crucial challenge: One of our best-selling products, is expected to lose patent protection in the US around mid-year. This gap must be filled – investors and shareholders will continue to have high expectations. We are very confident we can, with our current inmarket products and upcoming launches. This is also reflected in our 2025 guidance, with expected net sales growth of mid to high single digit.

All the more important is that we tap the full potential of our growth drivers and master new launches.

What potential problems could arise if a long-term solution with the EU is not reached? How would this impact Novartis and its operations?

Stable relations with the EU, Switzerland's most important trading partner, are central to our industry and the Swiss economy. In this regard, we also welcome the Federal Council's planned further development of bilateral agreements. If a long-term solution with the EU is not reached, it would lead to a slow erosion of bilateral agreements. The consequences would be serious for our industry, as we rely on regulated relations with the EU – in hiring skilled talent, in export to the EU, and in research.

We should not forget that it is only due to an interim solution that Switzerland recently regained access to "Horizon Europe," a key funding program for research and innovation, after three years of exclusion.

What are typical differences in pharmaceutical market activities between the USA and Europe?

What stands out for me is the different approach in rewarding innovation, and the appetite to be at the forefront of innovation. The EU has fallen behind other regions in the approval and launch of new medicines. Over the past decade one in five new medicines approved in the US were not filed for regulatory approval in EU. Navigating the EU member state policies is discouragingly slow and complicated. Plus, we are facing the EU Pharma Legislation, which is planning to reduce intellectual property (IP) rights. This is neither in favor of patients nor in favor of Europe's own industrial competitiveness.

In Switzerland, we face similar challenges. Only 47% of innovative medicines approved in the EU (as of January 2025) are fully available and reimbursed in Switzerland. Another 27% face limitations and 27% are not at all available.

The US is much more open to rewarding innovation. I am not saying that we need a second US healthcare system in Europe – its challenges are widely known. What I am saying is that we need better conditions for innovation in Europe: efficient regulations, IP protection, simplified and harmonized policies that foster competitiveness, attracting global talent, and driving innovation.

What technological and scientific developments do you see as particularly important for the future of Novartis?

AI of course is top of mind and Novartis is investing. I'm excited about the potential we have to empower our field force around the world, and we are currently rolling out a program across International called ICE (International Commercialization Excellence) that includes AI-enabled technology. Our field force receive an AI-enhanced call plan to help them have more meaningful interactions with healthcare professionals. Of course, AI also has huge potential in drug discovery and development – reducing the time it takes to deliver transfor-

mative medicines to patients. It's really exciting to see the many collaborations we have across the company with AI-advanced players!

You attended the “World Economic Forum Annual Meeting 2025” in Davos. Could you share your impressions and experiences from this event?

It continues to be a valuable platform to connect with top political and business leaders. People often refer to it as “50 business trips in one” – and that's also how I see it. This year, I had the opportunity to connect with senior stakeholders from our top markets, including Prime Ministers, Ministers of Health, Industry, Trade and many others. A prominent theme has been the acceleration of innovation and the role of life sciences for tomorrow's competitiveness, especially in Europe. I was glad to see signs of realization coming from Europe, and left Davos more optimistic than I entered.

What was the bravest move you made in your career, and how did it change your life?

Moving out of the hospital as a practitioner and into the private sector. As mentioned, my first role in the industry was in the field, and basically all my friends and family called me crazy. I remember it was my dad who had my back and encouraged me to do what feels right, and where I see my purpose.

What values are most important to you in your work and life, and why?

Honesty, integrity, and discipline. Honesty is the foundation for everything – we need to be able to trust each other and discuss topics transparently.

The Novartis Employees Association represents the interests of the employees. In your opinion, how could the dialogue between the management and the employees be improved, and what contribution could the association make to this?

First of all, I would like to thank the NAV and its delegates in the Internal Employee Representation. The constructive work that you do for our people is extremely valuable.

Personally, I think it all comes down to open communication. In the search for common ground, we have to truly listen to each other and always believe in each other's best intent. The NAV contributes significantly by providing regular platforms for exchange.

Which personality has impressed you the most in life?

Nelson Mandela. I am deeply inspired by how he has put the greater good first, united people and practiced true, selfless leadership.

Are you a thinker or a feeler?

A bit of both – depending on the situation. I am extroverted, I love to be with people and to connect. I spend a lot of my time traveling to our international markets to meet our teams and people in person, it's the best way to not only understand the business dynamics but also get a feeling for our teams, their passion and what drives them. During these country visits, I get to leverage both sides of me.

What question have you never been asked, but would like to answer here?

Question: Rivella or Ovomaltine?

Answer: Ovomaltine! Here I actually lack discipline myself. (He winks.)

This interview was conducted on March 26, 2025.

Natural products in drug research

What exactly do we mean by natural products within the context of drug research?



Frank Petersen
Executive Director, GDC Medicinal Chemistry

Surprisingly, these are compounds that are not vital for their makers, but which do improve their chances of survival in nature. These so-called “fitness factors,” which presently constitute around 280,000 molecules to our knowledge, are structurally highly divergent and cover a broad spectrum of biological activities. In essence, they form part of the molecular “special kit” of their makers, which perhaps makes them comparable to Q’s high-tech gadgets without which Ian Fleming’s “double O” hero would not have survived any of his agent missions in the hostile worlds of his adversaries... In nature, we mainly find these molecules in plants, bacteria, fungi, insects and in certain types of algae; their biological functions, in the small number of cases we presently know of, are truly fascinating.

Insects will use natural products as attractants and repellents, to mark a route to a food source or to influence the behavior of their fellow insects or that of other organisms with the help of so-called pheromones. Natural substances will help bees to navigate and are also used by certain species of millipedes to anesthetize their predators. They



Common foxglove
(*Digitalis purpurea* L.)



Seed vessels of the opium poppy
(*Papaver somniferum* L.)

indicate which flowers have already been pollinated, they act as UV blockers, but are also deployed as a sophisticated chemical means in the ingenious seduction techniques of some orchid species. As toxins they create the chemical conditions for the establishment of symbiotic communities, help in the hunt for food, or simply prevent their makers from being eaten. Antibiotic-producing microbes will use their “chemical mace” to keep other microorganisms at bay. Leafcutter ants have the ability to cultivate certain bacteria on their bodies, the active compounds of which will protect the insects’ fungal flora from unwanted infections.

The reasons as to why substances that act on plants, bees and fungi make excellent precursors for the development of drugs against high blood pressure, mental illnesses and hypercholesterolemia only become clear when considered more closely. It results from the evolutionary relationship of all living organisms, which in turn is expressed in the occurrence and extreme similarity of many macromolecules across different groups of organisms. In the human body, natural compounds will therefore “recognize” nothing other than the target molecules whose activity they have been modulating in nature for hundreds of millions of years.

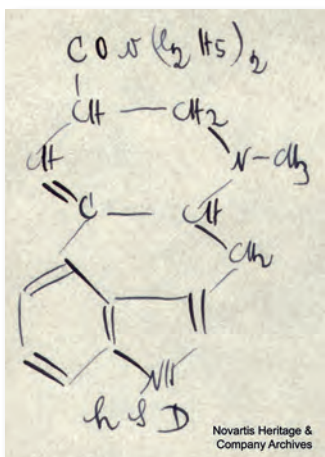
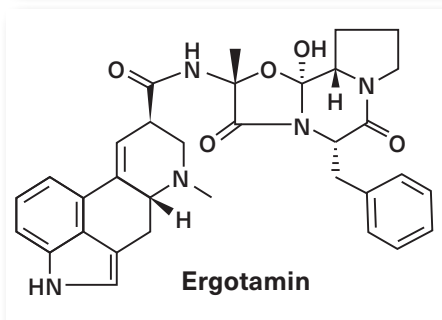
Constituting one of the rich variety of medicinal plants that have been used therapeutically since ancient times, the purple-pink foxglove plant that contains substances affecting heart function was an important medicinal plant in European folk medicine alongside poppy, mandragora and willow bark. It was frequently prescribed as *digitalis* for the treatment of cardiac insufficiency or the associated abdominal dropsy. However, the toxicity of its active components and the associated risks of their varying concentrations presented doctors at the time with the major problem of safe administration. In response to this, the English country doctor William Withering investigated the dose-response relationship of the foxglove remedy with 168 patients for the first time in medicine on the basis of the amount of water excreted and documented the side effects occurring in the case of overdoses, such as the typical exaggerated perception of yellow color tones. Once the first active components had been successfully extracted in their pure state from medicinal plants at the beginning of the 19th century, the dilemma of safe administration was able to be solved. The pure compounds of morphine, quinine, atropine and scopolamine were now sold by French, German, English and Swiss pharmacies from which protopharmaceutical industrial companies emerged.

The German textile dye companies Farbwerke Hoechst AG and Bayer AG embraced this development and combined it with their advances in chemical synthesis. They were able to synthesize antipyrine, an antipyretic, after it had been created accidentally during the course of a quinine synthesis program, whereas antipyretic and anti-inflammatory aspirin resulted from a chemical modification of salicylic acid. With the help of their marketing departments, they developed both drugs into the first major products of the fledgling pharmaceutical industry. The companies in Basel also tried to break into this lucrative business area which was developing rapidly. However, they were still some way from undertaking innovative, independent research into active compounds. Initially, they copied drugs from their German competitors or sold extracts obtained from medicinal plants, rice, oil shale, gonads or bovine blood.

This situation changed fundamentally in 1917 after Sandoz AG instigated its own innovative research efforts into active compounds with the recruitment of Swiss chemist Arthur Stoll. After just one year, he succeeded in isolating the active compound ergotamine from the ergot fungus which was marketed to the medical community in 1921 as Gynergen for inducing childbirth and preventing



Ergot, the surviving form of the purple-brown ergot fungus (*Claviceps purpurea* [Fr.] & Tul.), on an ear of rye



Handwritten LSD structural formula by A. Hofmann, Sandoz research report dated 27.9.1948

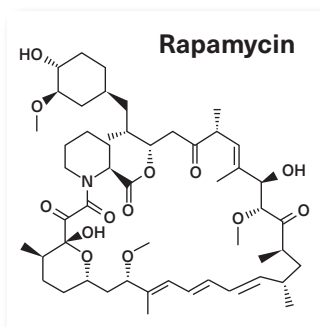
Ampoule with ergotamine acetone crystallizate (August 1920); oldest purified compound of Novartis AG

severe postpartum hemorrhage. A few years later, ergotamine also proved to be effective in the treatment of acute migraine attacks and became the first medication to specifically target the biochemical causes of migraine headaches.

As part of his chemical investigations into the active compounds of the ergot fungus, which was to span almost forty years, Swiss chemist Albert Hofmann also synthesized the psychotropic drug LSD in 1938/1943. The active compound not only became a hallucinogenic drug. Hofmann's molecule became one of the most important substances, which opened the door to the medical field of psychopharmacology.

To coincide with this, penicillin, an antibiotic compound extracted from a penicillium mold, was being studied intensively in Oxford. This antibiotic, the "magic bullet," revolutionized medicine by making systemic bacterial infections curable. The legendary British research project marked the beginning of the "golden years of antibiotics research" which became dominated by British and US pharmaceutical companies and established the research discipline of pharmaceutical biotechnology. The realization that bacteria and fungi can produce therapeutically important molecules, in turn, led to extensive research programs focusing on microorganisms among Basel's pharmaceutical companies. This work, which was carried out in cooperation with university groups at the ETH Zurich and the University of Tübingen, resulted at CIBA in the antibiotic rifamycin for the treatment of tuberculosis and leprosy, desferrioxamine B for the treatment of

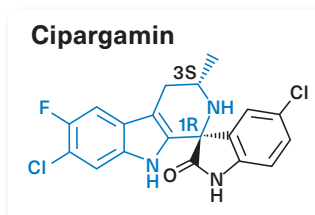
excessive iron storage diseases and staurosporine for the treatment of acute myeloid leukemia. The discovery of the immunosuppressive activity of cyclosporine in the research laboratories of Sandoz AG made transplantation medicine as we know it today possible. Following the company's undisputed role in the field of ergot alkaloids, the novel natural substance was to dominate pharmaceutical research into immunosuppression with its wide range of indications for decades to come. As a part of this major pharmaceutical research initiative, Sandoz AG followed in the footsteps of the Canadian company Ayerst Pharmaceuticals in discovering rapamycin, a



natural bacterial substance that inhibits the immune response. A medicinal chemistry program in the wake of this discovery resulted in the active compound everolimus to prevent rejection responses after liver, kidney and heart transplantation. Oncological research at Novartis/FMI identified further benefits of this active compound in the field of tumor therapy with the result that everolimus later received further approvals for the treatment of various cancers.

But it isn't only unaltered natural products that can be important in drug research. A few years ago, the unconventional idea arose of synthesizing fragments which would then be assembled into natural products-like novel molecules for further examination in biological test systems. In collaboration with the Swiss Tropical and Public Health Institute (popularly known in Basel as the "Tropeli") this chemical approach led to the discovery of the active substance cipargamin which is currently undergoing clinical trials at Novartis for the treatment of various malaria diseases.

Sequencing technologies that have led to the decoding of the human genome, the capability of synthesizing large gene segments and the increasing use of artificial intelligence have all become the driving forces underpinning modern research into natural compounds.



Thereby biosynthesis pathways for a given natural product are identified quickly and, after optimizing its gene sequence, allows it to be expressed in other organisms in a tailored manner to obtain the desired compound in a more resource-efficient and economical way.

Today's natural product group at Novartis AG has integrated all these advances into its research work and was only recently able to commission a modern pilot plant in the Banting 1 building. It is, however, not used solely to produce large quantities of natural products for preclinical and clinical research, but also for the production of enzymes for the drug synthesis processes of Novartis' research and development laboratories in order to elaborate more efficient synthesis routes, reduce chemical solvent consumption and lower the use of metal catalysts.

Part of the newly commissioned pilot plant of the Natural Products and Biomolecular Chemistry Group in the Banting 1 building of Global Discovery Chemistry

Building bridges: the future of Switzerland-EU relations

In dialogue with Nicola Yuste,
Head Swiss Public Affairs



Nicola Yuste
Head Swiss Public Affairs

How do relations between Switzerland and the EU influence research and innovation at Novartis? Nicola Yuste provides insights into her work and explains why the Bilateral III Agreements are of prime importance for the future of the company.

TO THE INTERVIEW

Ms. Yuste, perhaps before we turn our attention to the Switzerland-EU relations: You head the Swiss Public Affairs Team at Novartis, what exactly is your role there?

NICOLA YUSTE: My team is responsible for the external relations with politicians and the authorities. We remain in close dialogue here and – together with the associations – ensure that concerns we have are heard. I am convinced that a good business environment leads to more research, innovation and, ultimately, to better solutions for patients. That's what drives me personally. Bilateral relations with the EU constitute an important piece in this business environment jigsaw puzzle.

Could you expand on that please? Why are Switzerland-EU relations of any interest to Novartis?

Well, a good business environment for our company includes access to a skilled workforce and to the EU's internal market. The EU is our largest trading partner; over half of our exports go there. Switzerland earns every third franc through exchanges with the EU. Securing Switzerland's long-term participation in the EU's internal market is therefore an absolute priority for Novartis, particularly with regard to the free movement of persons, the Mutual Recognition Agreement (MRA) and the Horizon Europe research program.

Why is the free movement of persons so important? Doesn't Switzerland have enough skilled workers of its own?

Our industry needs highly qualified personnel, and the Swiss employment market cannot satisfy this demand entirely. This is especially true for research-focused companies whose innovative strength is crucially dependent on recruiting the "best minds." Moreover, demographic trends will further exacerbate this workforce shortage. Since 2020, the number of people retiring from the Swiss labor market has surpassed those entering it.

Almost a third of our employees in Switzerland are cross-border commuters and more than half possess an EU passport.



And what would the specific problems be if the MRA, the agreement governing the mutual recognition of certifications, were to expire in a few years' time?

To put it very simply: compared to other countries, Switzerland as a production location would become more expensive in one fell swoop. Last year, goods to the value of CHF 140 billion from the pharmaceutical industry were exported from Switzerland to the EU. Suddenly, multiple checks and inspections which are currently not necessary to be reinstated. The additional costs for the entire pharmaceutical industry would amount to an estimated CHF 500 million per year. For this reason, we must prevent ourselves from losing the existing agreement with the EU.

To pick up again on the keywords of research and innovation that you mentioned at the beginning, what is the state of Swiss-European research relations?

Definitely better than in the past: since January, we have been able to participate fully in the Horizon Europe research and innovation program again – subject to the Bilateral III Agreements being approved by the people and Parliament.

Switzerland's appeal as a networked research location is very important to us. If the universities here succeed in attracting excellent people, then we will also be able to work with these researchers – and possibly even employ

them one day. To achieve this, however, Swiss universities must continue to play in the premier league of research – and this includes networking and participation in European research programs such as Horizon Europe. Research is and remains a team-based endeavor.

So, Novartis supports the Bilateral III Agreements, the so-called package approach?

The aim, after many years of negotiations, has been to stabilize relations with the EU in the long term. I am convinced that the Bilateral III Agreements will enable us to launch joint projects and benefit from the strengths of both sides. It's all about building bridges that will connect and strengthen us in the long term. If no agreement is reached, then our bilateral relations will erode in the long term, and this must be prevented at all costs.



Solidarity that supports you

A personal report on over 18 years of NAV membership, by Stefan Tügend. “Alone we can do so little; together we can do so much.” (Helen Keller)



Stefan Tügend (né Gross)
NAV member

In a world of work that is increasingly dominated by speed, competition and self-improvement, it's easy to forget what really makes us strong: community spirit, sharing ideas, supporting one another – or simply being humane. If you struggle on alone, you may win in the short term.

But people who act together achieve lasting success – for themselves and for the organization as a whole.

I have been a member of the NOVARTIS EMPLOYEES ASSOCIATION (NAV) for over 18 years – and have seen for myself over those years just how much experiencing a sense of solidarity can not only support you through difficult times but also create fertile ground for personal and collective growth.

A reliable partner at critical moments

When I became seriously ill about 4.5 years ago, undergoing many difficult months of chemotherapy and ultimately having a stem cell transplant, it was not only an extremely challenging time for me both physically and emotionally, as I spent nearly 250 days in hospital in just 13 months, but it was also a period of great uncertainty regarding my job.

My recovery went well, but to start with I was very worried about various kinds of “collateral damage.” During this time, NAV proved to be – alongside my outstanding Novartis Well-being team – a most dependable partner, offering expert advice, friendly support and clear guidance amid the many uncertainties. In this situation, NAV was not just “there for me” – it was actively at my side. Whether it was organizing my gradual return to work, clarifying issues of employment law or accompanying me in talks with my managers, I experienced a genuine partnership of equals. I was not a supplicant, simply a person with a back story.

A strong partner – even when I changed direction

Once I had recovered, it was clear to me that I wanted and needed to take a different path. The physical consequences of my illness left me in no doubt that it would no longer be possible for me to resume my previous workload in the long term.

Once again it was NAV which gave me detailed and individual advice when I took the decision to apply for early retirement under the 55+ pension scheme during the company restructuring. Throughout this process the association was

again active, professional and solution-focused. NAV showed me how to see this start of a new phase in life not as a “retreat” but as a transition – and treated me with dignity, respect and vision.

Here, too, it was about far more than just legal advice: it was the feeling that I was being seen, that my concerns and boundaries were taken seriously – and that I was not alone. Even now, during the interim period before I can draw my pension at 58, thanks to NAV I remain in contact with colleagues and with Novartis – sharing experiences, chatting, a feeling of togetherness.

Community spirit as a force for innovation

My relationship with NAV was never a merely passive one. In my roles as GLOBAL MINDFULNESS LEAD and CO-FOUNDER OF THE “BE MINDFUL!” ERG, I have myself done a great deal to promote a more caring, humane workplace culture. NAV shared my concern, amplified my efforts and extended the approach into other areas. This all shows that solidarity isn’t just about protection – it’s also about action, development, progress.

When people link up and share ideas, innovation happens. Not by using sharp elbows but by offering a helping hand.





Responsibility and dialogue – mediation not polarization

I find it particularly encouraging that NAV does not position itself in opposition to the company but as a constructive, mediating partner. That's a great strength, especially in times of growing social and economic tension. Today, the ability to listen, build bridges and negotiate workable solutions is more important than ever.

In a working world where being egocentric and competitive is often promoted as the secret of success, NAV shows us a different approach: one based on treating people as equals. On working together instead of in opposition. On taking responsibility instead of withdrawing.

It acts decisively to support employee rights, without being confrontational. It raises issues for discussion without dramatizing them. And it brings people together – through its professionalism, experience and negotiating skills. This mediating approach is a model that many could learn from, not only in the company but in society at large.

Solidarity – responsibility in action and a factor for success

NAV is open to all – regardless of your role, division or pay grade. It puts into practice the idea that cooperation is more successful than fighting alone. That mutual support is ultimately more effective than short-term self-improvement.

For me, NAV is an example of how practical solidarity in the workplace not only strengthens individuals but also lays the foundations for a sustainable corporate culture. A culture in which you don't find yourself alone in difficult times. A culture that offers a fresh perspective – regardless of your stage of life or position in the company.

And perhaps our task today, above all and more than ever, is to build bridges. Between employees and the company, between generations, between different situations in life.

Solidarity is not an abstract thing – we can see it in the way people behave. And for me, it's exactly this way of behaving that makes NAV an essential companion on my journey.

One thing is certain: NAV is more than just a lobbying body. It's a place where responsibility is put into practice. Where solidarity doesn't come to an end when times get tough – that's when it really begins.

I can only urge everyone from the bottom of my heart to join this successful association because "By and in himself, man can do very little and is like Robinson Crusoe on a desert island; only in company with others is he great and can achieve a great deal." (Arthur Schopenhauer)



This is what the employees association offers you:

- Your voice ✓**

Making one's own voice heard more through the strength of the association
- Your rights ✓**

Labor law and social security insurance coverage
- Your advantages ✓**

Benefit from a wide range of discounts

Join us – **become a NAV member!**

Salutation

First name

Name

Home address

Zip/City

Telephone

Email

Personnel number

Contract (IEA/CBA/Management)

Date of birth

Correspondence language

Internal address:

Type of membership (membership fee per year)

☐ CHF 99.– Active members including labor law and social security legal protection*

☐ CHF 99.– Retirees Plus including labor law and social security legal protection*

☐ CHF 59.– Retirees including labor law and social security legal protection

☐ CHF 39.– Retirees without labor law and social security legal protection

☐ CHF 99.– External and temporary without labor law and social security legal protection*

* Including all benefits and services

I was recruited by:

Date and signature:

Fill in the registration form, sign it and send it to: NAV Office, WSJ-200.P.84 (Forum 1) or scan and send to [nav.nav\(at\)novartis.com](mailto:nav.nav(at)novartis.com) or apply online at www.nav.ch.

Business College trainee Devran Maldur

As a member, your voice not only carries more weight, but also helps to strengthen the association's influence.



Devran Maldur
Trainee at the NAV Office

In August 2021, I started my vocational training to become a commercial clerk EFZ (Swiss certificate of competence) at the business college. This four-year study course allowed me to acquire wide-ranging theoretical knowledge covering business subjects in the first three years. In my final year, I am concentrating on gaining practical experience. I chose the Novartis Employees Association for my trainee placement because I wanted to find out how an association can help to make things better for employees in a large company like Novartis. I also wanted to use and improve my English skills since English is also widely spoken on campus.

In my free time I enjoy swimming, and since I also live near the Birschöpfli leisure and bathing area, on warm days it is almost a must to use this facility with friends and enjoy our time together there. On colder days, I like to visit the indoor pool not only to keep fit but also to unwind mentally.

When I started my trainee placement at the Novartis Employees Association,

I was surprised to what extent the working environment can influence the way I work and how I feel. I was not only encouraged by being given project responsibilities at early stage, but also motivated to give my best thanks to the friendly and supportive working environment. My day-to-day work encompasses many different tasks that range from designing and updating the NAV homepage to helping to organize various events and functions. The fact that each of my ideas is given serious consideration further motivates me to contribute proactively. Once a month, I also get to play a part in Welcome Day. This is the day on which new Novartis employees commence work at the company and are welcomed. I'm at the



NAV stand, which, along with the other stands, is intended to provide information to inquisitive employees during the lunch break. I explain what the association is all about and why joining it makes sense. As first impressions are remembered the longest, it is particularly important to prepare well and make a good impression here. One reason for joining the Novartis Employees Association is certainly the numerous benefits it offers its members. However, I see an even more important reason for membership: it strengthens individual participation rights. As a member, your voice will not only carry more weight but will also help to increase the association's influence.

In the future, I plan to study Business Administration part-time at the University of Applied Sciences and Arts Northwestern Switzerland (FHNW). This course of study will not only help me personally but will also deepen and expand on the knowledge I gained from business college. After an assessment year in which my academic performance is tested, I will be able to choose between two specializations in order to focus on specific areas of business administration. Alongside my studies, I'd like to continue working and gain different experiences that will help me to advance in my professional career.



Social partnership at Novartis: commitment, challenges and opportunities

The internal employee representation (ERB) plays a crucial role in every company and brings with it a multitude of benefits.



Susanne Hänni
Manager Campus and
Neighborhood Relations

In a time of rapid change and constant innovation, the impending employee representation elections will be crucial. It is about representing the interests of each and every one of us, about actively shaping working conditions and, ultimately, about the future of our company.

Novartis Internal Employee Representatives (ERBs) act as negotiating partner in human resources policy matters, including salary negotiations, restructurings, pension plans, job level evaluations, etc., and represents the interests of employees in dealings with the company. The ERB also enjoys various participation rights. In the case of GAV employee representatives, these will be contained within the Collective Employment Contract, while the participation rights of employee representatives with an individual employment contract (PV-A) are set out in the *Co-Determination Regulations**.

The ERB comprises both elected representatives from the Novartis Employees Association (NAV) and from UniaPlus.*

Please use your opportunity to become an active part of this team and play a key role in shaping the company's internal processes. The NAV will support you along this path and looks forward to welcoming you as a potential candidate.

Employee representation: between interests and profitability

Representing the interests of employees compellingly to the management is a challenge. It is also important to realize these interests in a manner that respects the company's profitability. Dealing with a variety and diversity of issues simultaneously can also be demanding. In addition, it can be challenging to contribute effectively to the various and diverse committees.

Restructuring Commission (ReKo)

The ReKo working group is responsible for the fair treatment and best possible support of employees during restructuring processes. This group consists of representatives from the human resources department and the ERB. All restructurings and possible impacts on employees must be reported and presented to the commission. After an announcement of workplace losses, employees are given the opportunity to find a new position within the company.

* The links to the PV-A Co-Determination Regulations and the ERB are only accessible to internal Novartis employees.



and are entitled to receive support from the P&O Team and the Novartis Career Center. If no internal solution can be found, individual measures are taken.

Unemployment benefits from the Basel Chemical Industry Unemployment Insurance Fund (ALU Foundation)

The ALU Foundation helps permanent and former employees of companies participating in the foundation who are at risk of unemployment due to their individual employment circumstances, or who find themselves in an economic emergency. It also supports various projects, particularly in the area of prevention and reintegration, to counteract unemployment and alleviate social hardship.

Global Job Level Board (GJLB)

The Global Job Level Board, in which the employer and employees are both equally represented, organizes and manages all activities of the job level evaluation system. Requests for changes to job level grades are dealt with at monthly meetings. If a job cannot be evaluated due to its complexity, then a more detailed assessment (analytical level grading) is carried out.

This will be organized by People & Organization. The job holder presents his/her role in the presence of their supervisor; this is then assessed by both the employer and the employee representatives.

Health, Safety and Environment (HSE)

Novartis strives to uphold leading standards in HSE. It applies globally enforceable principles and standards as well as specific guidelines at a factory level. Every employee is involved in ensuring that this policy is also implemented. The policy regulations provide guidance on how this

can be achieved. Employee representatives play an active role in decision-making processes and are also represented on the HSE Committee.

Novartis Euroforum – NEF

The Swiss Novartis Euroforum delegates represent all of the Novartis sites in Switzerland. The Euroforum acts as a European works council and serves to represent employee interests at a European level. It enables an exchange of information and concerns with the company's management. According to EU guidelines, the company must inform the ERB in good time of any decisions that will have an impact on at least two EU countries.

The provision of support to the workforce is extremely important for the ERB and the Novartis Employees Association. Only with their support can the joint commitment to the rights and improved working conditions of employees be successful in dealings with the company. An undisputed fact: the larger an association is, the stronger its influence will be. The NAV accordingly strives to remain a capable and influential social partner of the company in the future.

Have we aroused your interest?

Co-President ANDREA FEDRIGA-HAEGELI ([andrea.fedriga-haegeli\(at\)novartis.com](mailto:andrea.fedriga-haegeli(at)novartis.com)) and DAVIDE LAUDITI, Chair of Employee Representation for members with individual employment contracts ([davide.lauditi\(at\)novartis.com](mailto:davide.lauditi(at)novartis.com)) and Co-President of the NAV, will be pleased to answer any questions you may have regarding a candidacy for the 2026–2030 term of office and the various tasks to do with employee representation.

Wine routes along the Upper Rhine – as far as the eye can see!

Join me on a virtual tour along the wine routes of Alsace and Baden – and perhaps find inspiration for your next weekend away.



Alain Grimm
Cultural Manager Basel

When the days are getting longer and overnight frosts have gone, the bud breaks marks the start of the new wine-producing season. It was more than 2000 years ago that the Romans brought wine-growing to the Three Countries region along the Upper Rhine, as an integral part of their culture. Wine was an important source of nutrition, but it was also frequently depicted as a source of pleasure in mythology and art. Nowadays, wine is refined into a luxury product, and the tourism industry has long since recognized its marketing potential – including in our own beautiful Three Countries region.

The two wine routes both start just outside Basel and extend, on the Alsace side, about 170 km as far as Strasbourg and, on the Baden side, around 500 km, all the way to Mannheim. In recent years, initiatives by the tourism boards in the two countries have made the wine routes easily accessible and attractive destinations even for day trips. If you wanted to market them in verse, perhaps it would go like this:

Alsace was the first to establish a wine route, when, on 30 May 1953, two convoys of cars, one coming from the north and the other from the south, showed the public all the tourist sights associated with fine wine that could be enjoyed along the way. Just one year later, Baden's wine route opened, with the slogan "Taste wine from the source." A post bus traveled along the

From Basel, where the first vine reaches for the light, to Strasbourg, where towers rise towards the sky, grapes adorn the hillsides like jewels – every slope with its own microclimate, every hill with its own distinctive note.



"Baden Wine Route" twice a day, and tourists and day trippers in their own vehicles soon followed. With the economic upturn of the post-war years, people wanted to celebrate

* To read the original rhymes, please refer to the German version in this edition.



and enjoy fine food and drink. And ever since, between April and October, there have been numerous wine festivals along the Rhine, with processions through the picturesque villages lining the wine routes. As the old saying goes:

Between the steep slopes of the Rhine, the sun shines in for hours. It endows the wine with light and warmth, till golden autumn bursts the grapes.

The people and towns on either side of the Rhine are connected by their Upper Rhine culture and Alemannic dialect. The villages, with their many beautifully preserved half-timbered houses, are picturesque and there's often a whiff of hearty home cooking in the cobbled alleyways. The people of the Upper Rhine have always known that good food keeps body and soul together. And a drop of fine wine does no harm, either. The area is sheltered by the Vosges mountains and the Black Forest, and the mild, almost Mediterranean climate results in some outstanding wines. It's ideal for Burgunder grapes, the Spät-, Grau- or Weissburgunder, as they are known on the Baden side, and their French equivalents, Pinot Noir, Gris or Blanc, on the Alsace side. The red wines are almost exclusively made from Spätburgunder and Pinot Noir. When it comes to white wine, there's more variety to choose from, though Riesling and Sylvaner are "top dogs" in Alsace, as is the related Müller-Thurgau in Baden. However, don't imagine that you have explored the full range of varieties after a single wine tasting. Perhaps the following ditty will serve as an aide memoire:

Of course, to any hymn of praise to the fruit of the vine must be added the caveat: "Drink in moderation." What's more, after a Lucullan feast, it's best to go for a long walk, to keep your cir-

Riesling likes to be kept cool and clear, Chasselas has a wonderful aroma. Pinot Noir is smooth and mellow, while Muscat shouts, "More sweetness, please!"

culatation going. On both sides of the Rhine, there are also well-marked cycle routes that take you through vineyards and pretty villages. On the French side, there's the "Véloroute du Vignoble," while on the German side it's the "Badischer Weinradweg." But it's also easy to switch to public transport and set out along the wine route by train. If you're on the Alsace side, you should definitely visit Colmar, the cultural center of the French wine route. From there, it's easy to get to Riquewihr, with its perfectly preserved medieval buildings. Or there's Eguisheim, which is said to have inspired the artist who created the animated film "Beauty and the Beast." Kayzersberg boasts not only medieval but also Renaissance architecture – and is the birthplace of Albert Schweitzer as well. Here's a little ode to Alsace:



Riquewihr flaunts its half-timbered glory, while Eguisheim was home to the beast. Kayzersberg boasts its imperial castle, and Colmar sparkles in the sun like gold.

Naturally, the Baden side is not to be outdone and has its fair share of historic towns. You'll love the well-preserved half-timbered buildings in Gengenbach and Sasbachwalden. Numerous castles, such as Staufen Castle, bear witness to the region's rich history. And who would have thought that the majestic name Kaiserstuhl describes a range of mountains, or rather an extinct volcano, and an area of stunning scenery and rare flora and fauna. The imperial reference apparently dates back to King Otto III, who held court for a day near Sasbach in around the year 994 – and subsequently became emperor, or Kaiser. Perhaps this story belongs in the realm of myths and fables. One thing that is certainly fabulous is the breathtaking view from the Kaiserstuhl into the Rhine valley in the golden light of the autumn sun. It might have been such a view that caused Goethe to pick up his pen and describe it thus:

On the Kaiserstuhl, all clad in autumn gold, the vine leaves glow in the warm evening light. The Rhine valley is at peace, the land is quiet, and far away looms the dense darkness of the Black Forest.

Now, after all this poetic inspiration, I'm sure you will already be planning your next excursion along one of the wine routes. You can find a summary of all the wine festivals, wineries and other sights online, on the websites for the Alsace and Baden wine routes. You don't have to explore them all in a single weekend or even a single year. You'll need time and space, just like one of the Upper Rhine's fine wines!



The lucky winners of the competition on the topic of “Look ahead boldly” in the last issue of INSIGHTS were:

Tomasz Adamski, Möhlin
Michèle Degen, St-Louis (F)
Burgi Schweizer, Basel

Contest

After having read our magazine, we invite you to answer the following three competition questions.

Three “Novartis Campus Day” prizes will be drawn from amongst the correct entries.

With just a little luck, you’ll be one of the lucky winners and will soon be strolling around the Novartis Campus, marveling at its beautiful architecture, treating yourself to a coffee in the

Restaurant “basso” on the Rhine promenade, visiting the Novartis Pavilion and then enjoying a delicious lunch in the “Osteria Dodici”.

A curated selection of enjoyable experiences and activities that is certain to be held in fond memory! But best of all, you’ll also be invited to bring a companion with you.

We look forward to welcoming you!

Contest questions

Submission deadline: 31 July 2025

First name

Home address

Name

Zip/city

1. Which of these drinks does Patrick Horber prefer?

- ☐ Rivella
- ☐ Ovomaltine
- ☐ Ice tea

2. Which of these plants has a toxic effect?

- ☐ Green verbena
- ☐ Red poppy
- ☐ Purple-pink foxglove

3. What does ERB stand for?

- ☐ Internal Employee Redeployment
- ☐ Internal Employee Representation
- ☐ Internal Employee Reinsurance

✂ Send your answers by post to: NAV Office, Contest, Novartis Campus, Forum 1, WSJ-200.P.84 / P.O. Box, 4002 Basel or scan and send to [nav.nav\(at\)novartis.com](mailto:nav.nav(at)novartis.com)

All members of the Novartis Employees Association NAV are eligible to participate (except members of the NAV board). The winners will be notified in writing. There will be no correspondence regarding the contest. Prizes will not be paid out in cash. There is no legal recourse.



ARAG



Your right to be carefree

If there's a dispute with the neighbors, trouble after making a purchase, problems in road traffic: it can happen very quickly and suddenly you're involved in a legal dispute through no fault of your own. To enable you to enjoy a carefree life, you need a strong partner at your side to advise you and defend your rights.



Benefit as an NAV member from different legal protection solutions starting at a special price of CHF 179.05. Interested? For more information, scan in the QR code or contact us by phone at 061 284 66 99.

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