



nav

novartis angestellten verband
novartis employees association

— **Homage**





Take a break and enjoy your vacation in Liguria

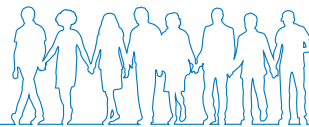
NAV members as well as members of NPV Bonus World can take advantage of wonderful vacation opportunities.

A BUNGALOW, very close to the sea, in the commune of TORRAZZA is available for use. This picturesque village surrounded by olive groves exudes pure Italianità, while the bungalow offers every amenity for up to 4 people.

A little further inland lies the village of VILLATALLA. The APARTMENT in this village offers accommodation for up to 4 people, boasts enchanting views and promises an abundance of “dolce far niente”.

We look forward to receiving your booking!

For more details, please visit www.nav.ch/ferienwohnung-ligurien



nav novartis angestellten verband
novartis employees association

A small savings example:

How does it work?

Members who have paid their NAV annual membership fee can register their interest in Swibeco at any time. Simply scan the QR code below and complete the privacy declaration. After the NAV has been provided



ed with a member's personal email address, it is activated on the Swibeco benefits platform and shopping fun can begin.

swibeco *



Contents

Editorial	5
Chief Executive Officer Novartis Interview with Vas Narasimhan	6
ARB Executive Director – Hans Furer 25 years of NAV – the Novartis merger started everything	10
Digital Content & Campaigns Sandoz throughout history	14
NAV Honorary President – Alex Gasser Many things were truly different back then!	20
Novartis Campus New traffic layout for the Campus access road	24
Diversity, Equity & Inclusion Switzerland A personal experience of Novartis' commitment to nonlinear career paths for women	28
Joining NAV This is what the employees association offers you	30
Membership Offer Contest	31

Publications details

Membership

arb – Basel Region Employees Association

Business relationship

Ertl & Partner Attorneys at Law, Basel

Editorial team

Andrea Fedriga-Haegeli, Susanne Hänni, Davide Lauditi, Marco Preci, Yvonne Tanner

Contact address

NAV Novartis Employees Association
Office

Novartis Campus, Forum 1
WSJ-200.P.84 / P.O. Box, 4002 Basel
Tel. +41 (0)61 697 39 00
Email nav.nav(at)novartis.com

INSIGHTS is published twice a year

Current no.: 94/2023 | Print run: 4000 copies

Editorial deadline INSIGHTS 2/2023

2 October 2023

Translations

Inter-Translations SA, Bern

Pictures

adobe.stock.com, biondopictures.com,
Novartis Archives

Design

cdesign, Reinach

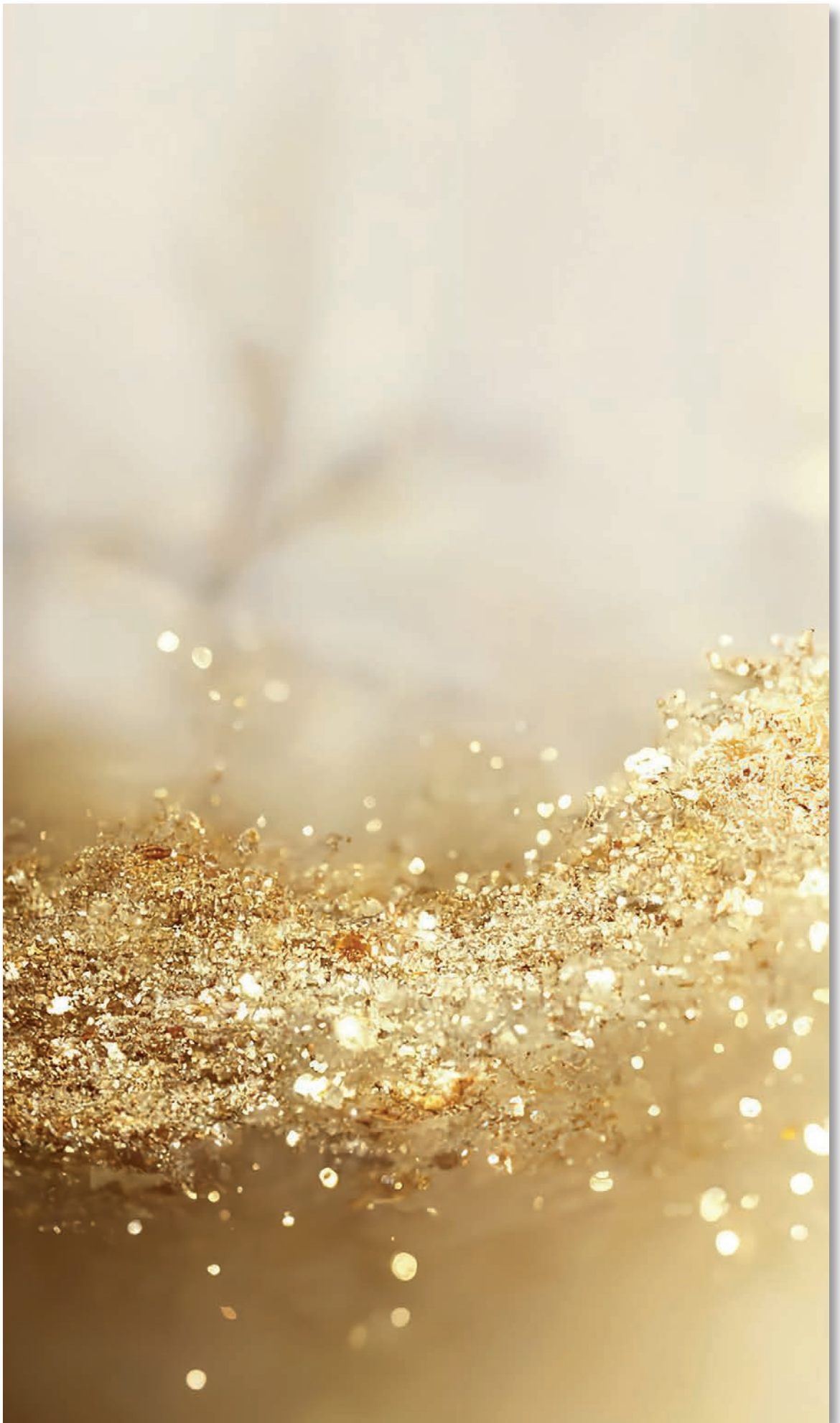
Print

Birkhäuser + GBC AG, Reinach

The reproduction of this publication and its pictures in any form is forbidden without the expressed written consent of the editorial team.

All articles can also be found at www.nav.ch





Editorial



The NAV is celebrating its 25th anniversary, celebrate this event with us!

Dear member

This issue of our magazine allows you to dive into the origins and history of the NAV. It was established 25 years ago, almost exactly to the day. On 4 June, 1998, two years after the merger of Sandoz and Ciba-Geigy to form today's Novartis, the founding meeting of the Novartis Employees Association took place.

Even if this period might seem rather short at first glance and in view of the centuries-old history of its predecessor companies, 25 years still equates to a quarter of a century. Without the committed members of their Boards of Management, their negotiating skills and tenacity, the merger of the predecessor companies would not have taken place. And the NAV would hardly exist in its present form now.

Below is an excerpt from INSIGHTS with its many interesting articles and interviews.

HANS FURER, Executive Director of ARB (Region Basel Employees), provides you with some riveting insights into the history of the NAV. He was present at the very beginning and also closely involved in the merger of the various employees associations.

An interview with our CEO, VAS NARASIMHAN, was also felt to be fitting and important to commemorate our 25th anniversary. It gives us tremendous pleasure to be able to share this interview with you and we wish to thank Vas Narasimhan for sharing his time with us.

We are probably also taking the last opportunity to pay tribute to SANDOZ before it is released into independence.

Under the title "From local dye manufacturer to global generics supplier" by GORAN MIJUK and MICHAEL MILDNER, we dip into and look back through the history of SANDOZ one last time.

NAV Honorary President and former SANDOZ employee ALEX GASSER tells the inside story and takes us on a journey into the world of employment back in 1974. Enjoyable reading is guaranteed!

We thank you, valued member, for your loyalty to the NAV and look forward to continuing our journey with you.

Andrea Fedriga-Haegeli & Davide Lauditi
Co-Chairs NAV

Interview with Vas Narasimhan

In 1998, two years after the merger between Sandoz and Ciba-Geigy, the in-house associations of both companies joined forces. This resulted in the Novartis Employees Association (NAV). Therefore, the NAV is celebrating its 25th anniversary two years after the 25th anniversary of Novartis.



Vas Narasimhan

Chief Executive Officer Novartis

Dear Vas,

Thank you for your willingness to be available for an interview for our 25th NAV anniversary.

Vas, what were you doing professionally and personally 27 years ago? Can you remember where you were at that time, and what was going on in your everyday life, when this big merger took place?

VAS NARASIMHAN: The year Novartis formed after the Sandoz and Ciba-Geigy merger, I was a student at the University of Chicago working on my biology degree so I could later attend medical school and become a physician-scientist. When I wasn't in class, I was studying, getting involved on Campus, or playing basketball when I could find a free moment. While I always had dreams of inspiring a healthier world, in those days I was still not sure where the journey would take me.

Today you are CEO of one of the largest pharmaceutical companies in the world. Was this a goal of yours or even your dream job? Or did you want to take a different career path?

While it was never my goal to become a CEO, I have always been passionate about the work of improving human health. During and after my medical studies, I worked on public health issues such as HIV/AIDS, malaria and tuberculosis in India, Africa and South America.

Along the way, I realized companies like Novartis have an extraordinary impact on human health as they discover novel medicines and deliver them to hundreds of millions of patients every year. I'm grateful I could support those efforts in roles such as Global Head of Development for our former vaccines division and Global Head of Drug Development and Chief Medical Officer, and I feel privileged to continue that work alongside our global associates as CEO.

You have been leading the company since 1 February, 2018. In the 27 years of Novartis, the largest Novartis “cultural revolution” took place within the past 5 years. When you joined Novartis, you experienced the performance-oriented company “culture” first-hand, hence I would like to ask:

Was the cultural change expected from you as the new CEO, or was this a decision that you made?

When we began our culture change, we based it on decades of scientific research into what motivates knowledge workers and drives business performance. For any of your readers that might be interested, Dan Pink’s book “Drive” explains the research very well.

When I became CEO, I felt it was the right time to shift the company from a more top-down, hierarchical culture to an accountability-based culture across teams. With business performance as the end goal, we’re continuing our work to create an inspired, curious, “unbossed” organization.

“Unbossed” will certainly go down in Novartis history. And also outside of Novartis, your name will be connected with “unbossed” for a long time. There is a lot of discussion about the word “unbossed” and what it means in practice. What is your assessment?

There is a lot of debate about the word “unbossed” – and on the one hand that is good! That word in particular helped us start an ongoing conversation about our culture across the company. Whether I am on our Campus in Basel or in our offices in Japan or Mexico, everyone knows the word “unbossed”, and it’s extraordinary to see this conversation continuing across Novartis.

With that said, there is also a lot of debate and some misunderstanding about what an “unbossed” culture is. In actuality, the word “unbossed” is meant to represent personal accountability. In a shift away from micromanagement, which requires a different kind of leadership from managers, we want all Novartis associates to take personal accountability for our company performance and their role in driving that performance wherever they work in the company. So despite some comments about how an “unbossed” culture is somehow in tension with the need to deliver outstanding performance, driving business performance is actually the purpose of “unboss” in the first place.



GSK Consumer Healthcare Joint Venture; Alcon spin-off; exited Roche stake; the Sandoz spin-off – it looks like we have sold all our silver. What is left to keep our investors happy?

Novartis and its predecessor companies have had the courage to continue transforming for over two centuries. Who would have thought that a chemicals and dye-making company would one day make gene and radioligand therapies?

Today, science and technology are advancing at an unprecedented pace, and we have more knowledge at our fingertips than ever before. Given today's explosion of scientific progress, the companies that are focused will lead the industry and ultimately have the greatest impact on humanity.

We've successfully navigated our journey of focus over the past five years, executing over \$ 100 billion in transactions to focus the company while strengthening our position in key technology platforms. We spun Alcon to our shareholders in one of the largest European market spin-offs ever. We exited our Roche stake at a high valuation, through a tax-neutral transaction, and are delivering much of the value back to our shareholders through a share buyback. And if the Sandoz spin-off is approved by our Board and shareholders, we'll spin to our shareholders a leading generics and biosimilars company. We believe this is in the best interest of our shareholders but also society, as our companies will be able to focus our resources and capital on two important areas of medicine for the world.

If you look at Novartis today, we are poised to become the largest pure-play medicines company in the world. We are a leader in technologies like siRNA, gene and cell therapy, and radioligand therapy, and we tackle some of society's most intractable disease areas, such as cancer and cardiovascular disease.

In the future, we will focus on the 5 “core therapeutics areas,” despite the pandemic experiences and the extremely high probability of future pandemics and epidemics. Why do you think focusing on these five therapeutic areas only is a good idea?

Novartis has a renewed strategy to drive growth and performance. Our strategy is to deliver high-value medicines that alleviate society's greatest disease burdens through technology leadership in R&D and novel access approaches. As we execute this strategy, we have clear focus areas that determine where we invest our time, energy, and resources.

We have an even more clarified view on our key therapeutic areas: Cardiovascular; Immunology; Neuroscience; Solid Tumors; and Hematology. We chose these based on where there is significant and sustained disease burden, and where our commercial and pipeline assets and expertise give us a leadership position.

We also focus on technology platforms where we have the depth and scale to discover, develop and commercialize therapies. There are two established platforms, chemistry and biotherapeutics, plus three newer platforms that give us technology leadership – xRNA, radioligand therapy, and gene and cell therapy.

This more focused strategy will enable us to accelerate our growth and impact as we reimagine medicine.

How and where do you work best and why do you think the hybrid working model is the right model going forward?

After adopting certain approaches during the pandemic and learning from them, my leadership team and I are confident hybrid working is the right approach for Novartis going forward. Almost all major industries are moving or have moved toward hybrid, and while we are also making a pivot at Novartis, we are maintaining important aspects of flexibility for our people.

There is no replacement for the energy and cultural capital that comes with being with our teams in person. This is especially true at Novartis – a company that counts on the collaboration of our people to solve complex problems in science and beyond. When I am in Basel, I am typically on Campus four days a week. And when I am not working in Basel, I am meeting with key partners or with our teams at Novartis sites around the world.

You live in the city of Basel. So, at the heart of the action. Have you already participated in typical Basel celebrations with your family, such as swimming in the Rhine, Fasnacht or Vogel Gryff?

Basel is the place my family calls home. Since moving to Switzerland over 10 years ago, my wife and I have started our family, raised our sons, and made life-long memories in this wonderful country. I have participated in Vogel Gryff, and my boys and I regularly participate in the Basler Rheinschwimmen. We also love skiing and hiking in the stunning Alps, and we feel privileged to live in this beautiful city and country.

What role will Switzerland have for Novartis in the future?

The greater Basel area is home to Europe's largest life sciences cluster and continues to be an attractive location in terms of talent, infrastructure, and other conditions. We remain committed to Switzerland, as evidenced not only by our 250-year history here, but also by our latest investments. Recent examples include our new state-of-the-art RNA manufacturing facility in Schweizerhalle, the recently reopened and fully renovated modern research building Banting 1, the new laboratories for radioligand therapy, and the Novartis Pavillon. In addition, we have announced an investment of approximately CHF 100 million in a new center for biologics development on the Basel Campus. We also spend around half of our annual global R&D budget in Switzerland.

Novartis is committed to Switzerland for the long term, and we continue investing in our future here.

The Novartis Employees Association is the independent, internal company social partner of Novartis. It is committed to the interests and rights of our members and to the employees with the delegates of the ERC (IPV). Are you aware of us and if yes, what opinion have you formed of the NAV? By the way, anyone with a permanent Novartis employment contract can become a member. The NAV would be very happy to welcome you as a member.

First, I'd like to congratulate the NAV on its 25th anniversary. The NAV and its delegates in the ERC play a valuable and constructive role in representing the interests of employees in dialogue with Novartis. I see the NAV as a constructive partner that shares our common goal of ensuring the long-term success of our company, representing the important perspective of our associates in search of the best way to deliver on our commitments.

Stable and constructive relations between social partners are crucial as they represent an important advantage in Switzerland. Most recently, I have been personally involved in ERC (IPV) consultation meetings and in several informal exchanges. I appreciate the critical and solutions-oriented dialogue and look forward to continuing this exchange with our social partners.

**A big thank you to our CEO, Vas Narasimhan, for taking the time for this interview. Highly appreciated!
Davide Lauditi**

25 years of NAV – the Novartis merger started everything

The announcement of a merger between Ciba and Sandoz on 7 March, 1996, was, from an emotional standpoint, like Catholics uniting with Protestants. This statement by an employee on the Regionaljournal radio program on the day of the announcement probably hits the nail on the head.



Hans Furer
**Executive Director of Region
Basel Employees (ARB) and
former Executive Director of
VSAC.**

**VSAC: midwife for the
establishment of the NAV**

When the Sandoz In-House Association, the Sandoz Academic Association, the Ciba In-House Association, the Ciba HTL Graduates and the Academics' Association joined forces to form the Verband Schweizerischer Angestelltenorganisationen der chemischen und pharmazeutischen Industrie Schweiz (VSAC) (Association of Swiss Chemical and Pharmaceutical Industry Employees' Organizations) in 1993, in order to jointly represent the interests of this industry and to gain political influence in Bern, the formation of Novartis was still a long way off.

The initiative for the VSAC came from a small team, especially Alex Gasser, the then President of the Sandoz In-House Association. Although the Roche Employees' Association was represented in this initiative group, these colleagues left the ship that had already been launched at the last moment and, to everyone's surprise, did not wish to become members of the VSAC.

Important directions

This new association was on the lookout for a lawyer/attorney who would be responsible for the legal, but also organizational side of things. The choice fell on me. As the Executive Director, I led the association from its founding in 1993 until 2006. In that year, the VSAC merged with the much larger VSAM (United Swiss Staff Associations in the Machine and Electrical Industries) to form Employees Switzerland, organizing 27,000 employees (about 13,000 today).

At the beginning of my tenure (1993), I found that the cultural perceptions within these five Ciba and Sandoz associations were different. The academics felt they were academics, the Sandoz In-House Association felt they were better positioned than the Ciba In-House Association, and the HTL Graduates considered themselves a separate, self-contained group. The cultures in



the two companies were as different as the Catholic and Reformed Church practices mentioned at the beginning of this article. At least they both believed in the future of pharmacy!

After the merger to form Novartis: What form would the employee associations take?

During the early days after the announced merger to form Novartis, employees of both companies could only rub their eyes in disbelief and simply could not imagine being able to merge and work together in future.

It is known that, due to sensitivities, everything did not always go “smoothly.” Sandoz employees placed obstacles in the way of the “Cibanese” and vice versa.

A shared culture only developed after some time and, looking back at it today, it is something to smile about.

It is interesting to observe that the culture of the individual associations during the initial phase under the VSAC umbrella was not homogeneous. Not everyone was pulling in the same direction, although, ultimately, it was about the common interests of all employees. As a result, there were various discussions in board meetings about how to conduct negotiations with the companies now and about what level of wage increase should be sought.

Employees versus a trade union federation

Despite any frictions, the greatest competition for individual associations did not come from partner associations within the company, but from the all-powerful Unia trade union (formerly GTCP). In our time it was called the GBI (Union of Construction and Wood). Having sufficient power to stand up to the unions was once reason enough to form an umbrella organization. Unions have always accused in-house associations and academics’ associations of being light-duty unionists and dependent on the company – which is why they would never dare to confront the company. Employees, on the other hand, emphasized that a relationship of trust with HR managers and companies would yield better results for employees.

These assertions still carry some currency today, however, the importance of trade unions with their ideal of class struggle has waned. Moreover, Unia had always relied on the print media as its mouthpiece. Today, very few people still read newspapers, which has made it



much more difficult to work using this channel. The employee associations had always advocated for a social partnership. This means that employers (we always used to say: they are also employees, but are only playing the role of employer) and employees are in the same boat, but aren’t always rowing in the same direction. Nevertheless, a community of fate forms that is interdependent.

The drumbeat to the founding of the NAV

The VSAC had been operating for five years – and operating well – when the radio news was heard early in the morning on 7 March: “Sandoz and Ciba-Geigy are to merge and form Novartis.”

This was important because the message had the effect of poking an anthill with a stick. When that happens, the ants run twice as fast, try to reorganize and return to normality as quickly as possible.

The media (then much more of a force than today) sought out the trade unions (GBI) and the VSAC and asked them what their demands would be. The new company had announced plans to cut 10,000 jobs worldwide, including 3,000 in Switzerland. As we know today, there were practically no layoffs (around 50 per year), but early retirements (in waves). At the same time, the company grew because Novartis was a successful model. Qualified workers were needed; this enabled many employees who had been made redundant to take up job offers for other positions within the Group. Roche also grew and was able to profit from the insecurity of Novartis employees who switched over and started working for the competition.

On account of the estimated job cuts, the management had been very generous in its financial provisions and human resources to help cushion the layoffs. This was not a selfless act, since you could not afford to alienate the entire workforce. This would have risked many

taking flight and leaving the company. As is well known: the company is not carried by managers alone, but above all by motivated employees.

Demands of the VSAC

Since the employees wanted to send clear signals in these uncertain times, they agreed on the following demands (albeit with the help of the VSAC, a motivated board, but also the support of the companies themselves):

1. The provision of a generous redundancy scheme
2. Introduction of new individual working time models and, in particular, the active promotion of part-time work and reductions in working hours
3. Generous support for the creation of new companies and jobs in our region (100 million Swiss francs fund from Novartis)
4. An improvement in the general conditions for business (for example, rejection of the “Gene-Protection-Initiative”)
5. Maintenance and expansion of a social partnership (creation of a standard company employment contract)

A new post to support employee associations

A week after the merger was announced, the VSAC decided to create a new full-time position with the objective of representing and supporting the merger casualties (the employees), when needed. Shortly thereafter, Dr. Agnes Dormann, a lawyer, was elected to the position and took it up on 1 July, 1996.

She remained with the association for 1.5 years (1.7.1996–31.12.1997). In her job, she also became well known in the media at that time. She was the contact person for the employees and the (few) merger casualties.

However, because Novartis operated a very generous redundancy scheme and there were practically no layoffs and very few problem cases, Agnes Dormann's work shifted to a different direction: she supported the five employee associations at Ciba and Sandoz. There were endless conversations. Agnes Dormann drafted statutes and chaired meetings to achieve a very ambitious goal: namely to merge the five associations and form the Novartis Employees Association (NAV).

The President of the VSAC, Alex Gasser, who also chaired the Sandoz In-House Association,

is to be commended since, thanks to his conciliatory manner, he was primarily responsible for bringing together the various interests and facilitating the establishment of the Novartis Employees Association. Among other things, he had a very capable woman at his side in Kathrin Amacker, the Head of Finance at the time, who was able to defuse many objections that came up. She became the first President of the NAV at Ciba. When Kathrin was elected to the Chair of the Novartis employees' representative body, Alex Gasser took over as NAV President.

Kathrin Amacker also became Vice President of the Novartis Pension Fund.

The founding of the Novartis Employees Association in 1998 would not have been possible without the VSAC as a platform, since it gave people the opportunity to get to know and appreciate each other.

After the founding of NAV, the corporate spin-offs started

The remit of Agnes Dormann changed. The establishment of Novartis (1996) involved a dynamic process that required the utmost vigilance.

For example, employees were spun off from the Novartis Group to become Ciba Specialty Chemicals. Later, Ciba Specialty Chemicals became Vantico, and even later Huntsman. Syngenta, and later on DSM, both also needed support. Clariant had already been spun off from Sandoz before the merger announcement.

Thomas Jakopp, the former head of human resources at Ciba-Geigy, worked at Ciba Specialty Chemicals. He was very innovative and open. Our demand for a collective employment agreement by way of a standard employment contract was well received there. After what felt like 20 rounds of negotiations, what the unions and employee associations had always wanted came to pass: a collective employment agreement for all.

There is still a collective employment agreement in place at Novartis. Due to the upheavals, it has become less and less important. Novartis has always adhered to the concept of individual employment contracts with attached terms and conditions; these admittedly were discussed with employee associations, but were put into effect unilaterally by the company.

But, as you know: the standard employment contract was implemented at Ciba Specialty

Chemicals and this was a very big win for the employees. The VSAC was in no way inferior to Unia, nor to the GBI. Back then, the VSAC negotiated on an equal footing with the union which had a talented and universally recognized negotiator in Matthias Bohnert.

The growth of Novartis (and one could consider Novartis a model of success, even if the company's dynamism – critical for engagement in global markets – doesn't currently reflect this) has not only increased its stock of personnel, but also its stake in being an international concern. It is no coincidence that, in 1996, Swiss German was the only language spoken in Basel, with English being the exception. Today, it is the other way around: English is mostly spoken inside and outside the company.

The NAV of the future faces major challenges

In terms of its membership, the Novartis Employees Association has not been able to benefit from a growth in employee numbers in a way that would have been desirable.

Novartis employees, who hail from every corner of the earth, do not know how long they will be working in Basel. They do however know that the working conditions are very good and the social climate is very stable. The political climate in this city is also professional. Personal interests might extend to concerts, museum exhibitions, the Basel carnival or to swimming in the Rhine.



The reasons for wishing to join the Novartis Employees Association in this state of harmony is not immediately obvious. Those who have had personal experience of the association are cognizant of the value of social partnership in this country, and especially in the region of Northwestern Switzerland.

A great deal of goodwill and willingness still exists on the part of both the employee representatives and employer representatives to fully discuss issues and negotiate respectful solutions that are both a good fit at a personal level, and yet still accord with the company's vision. And if I choose "negotiate" as my way forward, this still applies. It means that both sides are willing to compromise. The fact that the social partnership operates well is currently a given.

The future, however, is uncertain

As with everything: once achieved, success in anything cannot be taken for granted, but needs to be worked at repeatedly. We saw this clearly in the recent downfall of Credit Suisse. On the one hand, this depends on people not holding onto the same jobs in the company in aeternum and, by virtue of this, necessarily passing on the philosophy of a good social partnership. As we know from world history, there are always rifts. At least in the near future, these will be avoided at Novartis, because whatever operates agreeably should also stay that way. This benefits the employees and the company, but it also benefits the region of Northwestern Switzerland. One only has to think of the welcome income tax flows for the cantons of Basel-Stadt and Basel-Landschaft.

In conclusion, one thing (to broaden our focus somewhat) needs to be said: without the two companies of Roche and Novartis with their generous wages, ample pension schemes, good earnings and skilled employees as well as obliging taxpayers, the region would not be able to sustain the excellence it enjoys in the fields of culture, the economy, infrastructure, sport and, for example, architecture as well as in its university faculties. But for all this to work, lots of wheels and cogs, large and small, like those in a Jean Tinguely machine are needed: and the Novartis Employees Association is also one such cog. One can debate whether the NAV is a large cog, a medium-sized cog, or a small cog. But it is most definitely an important one.

Sandoz throughout history

Founded in 1886, Sandoz was originally involved in synthetic dye production before moving into pharmaceutical research during the First World War. After its merger with Ciba-Geigy to form Novartis, the company name disappeared from the scene for a short time before being used again for Novartis' generics division in 2003. 20 years later, the company name revives in full independence, even if the new company has nothing to do with the old Sandoz.



By Goran Mijuk

Chief editor Novartis Live magazine



Michael Mildner

Editor Novartis Live magazine

It was primarily the favorable location outside the city that prompted chemist Alfred Kern and authorized company signatory Edouard Sandoz to locate their newly founded dye company –

Chemische Fabrik Kern & Sandoz – in Basel's St. Johann quarter toward the end of the 19th century.

But it wasn't the undeveloped 11,000 square meters on a greenfield site for which they received planning permission that ultimately made them decide to relocate to St. Johann. It was primarily the permission from the City of Basel to dispose of the waste produced during dye production quickly and free of charge in the Rhine.

The company site "is located far away from any traffic road and will therefore not be in the way of apartments nor of an enlargement of the city ...," according to the expert opinion of Carl Bulacher, the cantonal chemist at the time. The latter also stated that the Rhine was "the best disposer of liquid and solid waste."

Other companies had also taken advantage of this lax approach to waste disposal. St. Johann was already home to the hide broker Gebrüder Bloch & Cie., the Durand & Huguenin chemical factory and the municipal gasworks. Complementing this development was the industrial boom on the other side of the Rhine that had started in the middle of the 19th century.

A strong start

The impetus for this site development came from the discovery of aniline dyes by a British chemist in 1865 which had led to a veritable boom. Starting in England, then in Germany and France, a new generation of dyes made from coal tar was then also developed in Basel.



One of the most innovative chemists was Alfred Kern, a native of Bülach, who initially worked for various companies until 1886, after which he joined forces with Edouard Sandoz to develop new dyes on his own, including Alizarin, a red dye that had previously been obtained from madder and was already successfully established on the market.

Sandoz Site 1930

Nevertheless, the beginnings were modest. When the general partnership was founded, the company initially consisted of an office building with an attached laboratory, three connected sawtooth-roofed production buildings and a boiler house with a steam engine.

However, thanks to the development of Alizarin, Chemische Fabrik Kern & Sandoz – unlike most of Basel's fledgling chemical companies – soon enjoyed dynamic growth. "Colossal, unprecedented, fabulous, pyramidal," is how Edouard Sandoz described the impressive sales performance three years after the company's founding.

Kern's work resulted in tremendous success. In a short time, he and his small team of less than a dozen chemists developed a range of new colors, including a plum blue that proved successful in the marketplace. Within just a few years, the company was able to develop over 20 new colors.

However, this early success seemed to be in jeopardy. In 1893, at the age of only 42, Kern died of a heart ailment. Edouard Sandoz was also forced to leave the company a short time later for health reasons. The company was later converted into a joint stock company and operated under the name of Sandoz from 1936 until 1996.

However, the company was fortunate in its misfortune. Shortly after the departure of its founders, Sandoz was able to recruit an important academic and businessman in Robert Gnehm who was to play a decisive role in shaping the future of the company by placing the focus more strongly on pharmaceuticals and by bringing key individuals on board.

St. Johann site takes off

In the intervening time, the dye business continued to hum along nicely and the company premises on the St. Johann became home to an increasing collection of buildings. Ten years after its founding, the site had grown to cover an



area of over 63,000 square meters. But there was nothing aesthetically appealing about the site.

Partial view area I, Basel, approx. 1929

The still unpaved area roads were – according to an eyewitness report – dusty in fine weather and almost impossible to walk on when it rained: “The many carts that brought ice, coal and other supplies every day turned the streets into quagmires. It would have been hard to get anywhere without clogs, so just about everyone who had anything to do with the business walked around in clogs all year.”

But the First World War was to change this situation permanently. With the elimination of the all-powerful German competition, Basel's chemical companies became, as it were overnight, the most important dyestuff supplier to the British textile industry, the industry leader at the time.

Business was humming. While the sales revenue of the “Chemische Fabrik vormals Sandoz” (chemical factory formerly Sandoz), as the company was known at that time, still amounted to 6 million Swiss francs in 1914, this figure shot up to 29.5 million francs in 1916 and then rose to 37 million francs in 1918. This made Sandoz one of the most successful companies in Switzerland.

Thanks to the very strong sales, a comprehensive modernization process also took place in the St. Johann area during the First World War; this lasted through the 1920s and into the 1930s. The old shed buildings gave way to multistory factory buildings, where vertical production methods were employed for the first time.

Establishment of the pharmaceutical business

While synthetic dye production was still in full swing, the company also started at an early stage to look into the pharmaceutical sector. While initially limited to bringing imitation products to market, Sandoz decided to set up its own research department during the First World War.

On the recommendation of Robert Gnehm, the company hired ETH scientist Arthur Stoll who succeeded in developing a first drug after only a few years. The ergot-derived Gynergen® was the first of a series of important products that allowed the company to gain a foothold in the pharmaceutical market.

Although Sandoz was able to bring several drugs to market in a short time, the company's management initially remained skeptical. At the meeting of the Administrative Board on 12 May, 1922, Board member Albert His-Veillon remarked that although “several very good special preparations have already been able to be sold in the trade,” the company did not yet have any “cash items” to show.

Consequently, he urged that Stoll and his employees “now also give their attention to the development of such economical products.”

This was to succeed only a little later. Not only was Gynergen able to increase annual sales to almost one million francs, but Calcium-Sandoz gave the company the top seller it had hoped for from 1927. As early as 1929, the latter preparation used to treat calcium deficiency grew to become the top-selling pharmaceutical product and represented the bulk of pharmaceutical sales.

LSD and antibiotics

This success gave the still small department encouragement and inspired the researchers. Among them was Albert Hoffmann, hired by Stoll, who was able to develop several new therapies over a short period. Like Stoll before him, Hoffmann also worked with the ergot mushroom and accidentally discovered the hallucinogenic effect of this natural substance.

Later known worldwide as LSD, the molecule was first used in experimental studies for mental disorders. But the hippie movement that began in the 1960s, with its desire for social and spiritual transcendence, brought the substance, which became the party drug par excellence, into disrepute.

LSD was banned, and clinical research ceased, only to have been resumed in the recent present. Sandoz, which never marketed the product, was happy to minimize any damage to its public image. But despite the scandal surrounding LSD, the discovery of the molecule was a milestone in medicine and opened the way for research into psychotropic drugs.

This increased momentum in research activities motivated Sandoz to also grow through acquisitions. In 1963, for example, the company diversified into the antibiotics business with the purchase of Biochemie GmbH, based in Kundl, Austria. This acquisition paid off, as Sandoz subsequently became the world’s largest supplier of Penicillin and Cephalosporins.

The company moved all its fermentation processes to the Kundl plant in the following years and, building on this expertise in the field of antibiotics, later also established its entry into the generics business; this would ultimately lead to the revival of the Sandoz company name following the formation of Novartis.

Boom in building construction

While the sales of chemicals would remain strong, the pharmaceuticals division grew to become Sandoz’s largest division during this period. Between 1950 and 1969, the Group turnover grew from 278 million to 2.5 billion Swiss francs.

The appearance of the St. Johann site would also change fundamentally and at a rapid pace during these years: the area was consolidated, unused plots were developed, old buildings were torn down and replaced by modern high-rise buildings.

Up to 1956, only the bare essentials had been built, at a cost of around 20 million Swiss francs per year. However, by 1960, construction investment had doubled, rising to as much as

General view 1950, Sandoz Site



© Swissair Photo AG/Novartis Archives, SA_FOT 3.22.051

80 million francs in 1965. New office and laboratory buildings were constructed such as the 77-meter-high 503 Building.

A new staff restaurant was also built, where you can still see the company logo on the entrance door – one of the last vestiges of the former Sandoz company on the site. In 1969, Sandoz finally took over the neighboring synthetic dye manufacturer Durand & Huguenin; the ensuing site enlargement by around 29,000 square meters complemented the St. Johann site in a useful way.

End and beginning of a new era

The long period of economic boom ended with the oil crises that kicked off in 1973; it resulted in an economy that was characterized by much shorter economic cycles. This not only led to a standstill in the construction of new buildings on the St. Johann site. Cost pressures also started to increase unrelentingly.

When Asian markets opened to foreign investment and chemical production began being transferred to China and other Asian countries, traditional synthetic dyestuff production came under increasing pressure. Specialty chemicals also suffered markedly from price pressure, the upshot being that Sandoz and Ciba-Geigy decided to merge in 1996.

Novartis not only got rid of its original company names and replaced its long-standing logo on the roof of one of its high-rise buildings, but also gradually divested itself of its chemical business. Novartis started to focus its activities on the emerging life sciences market and ventured into new business areas.

The St. Johann site was also completely renovated: at the turn of the millennium, the company drew up a master plan for the development of a “Campus of Knowledge.” Over a dozen new buildings were constructed along the newly laid-out factory road to reflect the company’s aspirations for the future.

Architects like Frank Gehry and Adolf Krischanitz designed new office and laboratory buildings in which innovative therapies would be developed, including gene therapies, nuclear medicine applications and RNA-based drugs – a technology that achieved its breakthrough during the coronavirus pandemic.

Old brand, new business

The turn of the millennium also coincided with an increased demand for generic drugs. The market for these took off in the 1980s with the enactment of the Hatch-Waxman Act in the United States in 1984, which allowed the FDA to approve generic drugs. Especially from the 1990s onwards, the market grew at double-digit rates, prompting many companies to invest more heavily in the generics market.

Both Sandoz and Ciba-Geigy had already been active in the generics market in the years prior to the merger. Sandoz owned Biochemie AG in Austria, while Ciba-Geigy operated the generics manufacturer Geneva Pharmaceuticals in the USA. After the merger in 1996, the generics activities became centered in Kundl as part of Novartis Generics and included companies like Rolab and Multipharma.

Against this backdrop, Novartis, after its formation, acquired various generics companies including Germany’s Grandis Group, the US-based Apothecon, Argentina’s Labinca and BASF’s European generics business. This was followed shortly afterward by the takeover of Lek in Slovenia.

At the time of the merger, Daniel Vasella stated: “I see no reason why the growth of generics should slow significantly. It is an industry that will continue to play a key role in the context of healthcare cost containment which is a worldwide phenomenon. It is growing faster than the branded drug market.”

In 2003, Novartis merged its widely-scattered generics activities in order to better manage these and bring them under a single roof, but also took this opportunity to revive the Sandoz name. This period would be followed by further acquisitions including Hexal, Eon Labs, EBEWE Pharma, Oriol Therapeutics and Fougera Pharmaceuticals. At the time, Sandoz was also among the first companies to venture into the field of biosimilars and in 2006 became the first commercial entity to receive approval for a biosimilar drug in the US and Europe.

Independent future

In the years that followed, the generic drugs business grew strongly and Sandoz was able to make a significant contribution to the strategy with its portfolio, providing millions of people with access to affordable, high-quality medicines.

But as the company focused on and accelerated its core strategy under Chairman Jörg Reinhardt, Sandoz became less and less of a fit for Novartis, which had been fully committed to developing innovative therapies since 2013.

Following the sale of parts of the company, such as the animal health and vaccines businesses, and the spin-off of the former Alcon ophthalmology division, the Novartis Board of Directors concluded in 2022 that it would also divest Sandoz and list the company separately on the Swiss stock exchange.

“Sandoz benefits from a strong generics and biosimilars portfolio and, as a stand-alone group, will likely be in a better position to expand its leading global market position on its own,” Jörg Reinhardt elaborated at the Novartis AGM in March 2023.

In addition, according to Reinhardt, Sandoz as an independent company is also likely to benefit from being able to prioritize capital and manpower for its own strategic needs in the future. “As with our former eye care division Alcon, which has increased its market value since 2019 as an independent company, we also expect Sandoz to deliver increasing shareholder returns over the longer term.”

The signs for such a development are encouraging: today, the Sandoz portfolio comprises around 1,000 molecules that cover a broad spectrum of therapeutic applications. In addition, the company achieved \$9.2 billion in sales in 2022 with approximately 20,000 employees.

Even more impressive is the number of patients reached each year: around 500 million people worldwide – certainly a strong foundation for the future. Adolf Kern and Edouard Sandoz would certainly have agreed with this assessment. This vision also allows their legacy to continue to underpin the future and build on the success they established on a greenfield site over 100 years ago – even though today’s company has nothing to do with the original Sandoz.



Many things were truly different back then!



Alex Gasser
NAV Honorary President

Friday, 1 March, 1974 – a curious beginning

After eight years of being in the haulage business, which entailed long working hours and a modest salary, I was on the lookout for a new job. Back then, changing jobs was a relatively simple process. I made an appointment with the Swiss Association of Commercial Employees and explained the types of things I would be looking for in my new job.

All I had to do then was to sit back and wait. But not for long, because after one week the first employment offer letters already started arriving. Yes, you read correctly. Back then, companies competed against each other to secure their employees! There were about thirty offer letters in total. In the end I chose Sandoz because my father-in-law worked there. The interview seemed to be a mere formality. We quickly agreed on the salary and the date of my employment commencement. “You can then become familiarized with the department and your boss and the other staff on your first day of work on the first of March.”

Unfortunately, the birth of our daughter also seemed to be coinciding with the first day of March. A telephone call to the personnel department seemed to be in order. “Not a problem at all Mister Gasser, you are entitled to a day’s parental leave for a birth! We will see you on Monday in that case.”

On Monday, I stepped through the imposing entrance door of Building 200 and was about to make my way with steely determination up the stairs to the second floor.

“Stop, where are you going?” commanded a voice from the large desk and a porter beckoned me over. I explained to him that today was my first day at work.

“Surname, first name,” was the next surly request.

“Oh yes, you were the one who should have started on Friday...”

Somewhat annoyed, I explained to him that our daughter had just been born, which is why I needed to start today.

“Understood. Please make your way to the cashier’s office and then come back to me.”

I hurried to the building as described and entered the main hall, whereupon a tall man asked me what my business was. He then leafed through a folder and said: “I see, you should have started on Friday...” That’s as far as he got, as I became infuriated and repeated the reason for my nonattendance on Friday.



© Novartis Archives, SA_FOT 3.20.078



“It’s all right, please calm down. You should have started on Friday...” and, seeing my facial expressions, he raised both hands placatingly.

“Precisely, on Friday, your first day of work, your daughter was born.” Then, without a word, he reached into the cash drawer and placed three one-hundred-franc banknotes in front of me.

“All employees receive this upon the birth of their first child.” I was dumbstruck and made a stammered attempt at an apology. But the cashier simply laughed and asked for another signature.

Welcome to Sandoz! A discriminatory film!

In that same week, the welcome day for new employees was held. We were driven around the site complex aboard a small electric train. At the time, the dye production buildings dominated the site. A film depicting the history of Sandoz that was screened in the auditorium in Building 503 concluded the session. It contained a scene where a pretty young woman enters an elevator and an equally young man unfortunately arrives a whisker too late. Undeterred, the latter hurries up the stairs but, when the elevator doors open, a small, chubby woman in a wig steps out of the elevator. The man made a perplexed expression.

The auditorium attendees broke out into laughter – but I shook my head at the discriminatory scene. After lunch, I wrote a note to the personnel department complaining about this scene. This was presumably the first time I was not their source of amusement. In spite of this, the film was never shown again.

Sandoz, a social company supporting in-house clubs

The in-house clubs were funded by the personnel administration section. None of the clubs needed a membership treasurer. René Baumgartner was the one who pulled the strings.



Whoever recruited a new member would notify the personnel administration and a “Ritter” (secondary file) would be placed behind that person’s personnel file. For example, “Sports club and the name of the section,” or “Tennis club,” or “Company association.” The annual membership fee was deducted directly from the payroll account and transferred to the employee account of the respective club or association. Any employee departures or changes were automatically recorded across all clubs and societies. If a club wanted an internal mailing, the person responsible requested a set of labels from the administration section and brought these together with the documents to the in-house mailroom. Done, zero effort.

As a result of the merger, the new managers (ex CIGY) ordered that these services, which were all foreign to them, were to be canceled with immediate effect. “We wish to separate club life from that of the company,” was the given explanation. The internal Sandoz clubs and societies went into a huge tailspin, each having to set up their own personnel and financial structures. The internal accounts had to be closed and transferred to either a postal or bank account. A dunning system had to be established. All in all, many more officials were needed. Novartis had become somewhat antisocial in this respect.

© Novartis Archives, SA_FOT 3.17030



Wander-Sandoz: Ovomaltine range, 1991

The “s’Sandoz Lädeli” in-house shop

Werner Lüthi was a diligent sales manager. He rarely lost his composure, his toupe rarely slipped. Werner was a master of his craft. In the 1960s and early 1970s, employees who enjoyed the rank of authorized signatory and above were allowed to purchase Sandoz’s own products free of charge. This also applied to the products of Wander AG in Bern. One day, Werner Lüthi noticed that Ovomaltine’s sales had more than tripled. However, it wasn’t a single person, but a committed cluster of employees who had managed to establish a lucrative personal sales sideline. These freely obtained Ovomaltine cans found ready

buyers in the upper Basel area and generated an extra income for the gentlemen in question. Typically, for that time, those who were found to be guilty were given cautions and the benefit was withdrawn from everyone.

“Dr Sandoz Oobe” 1981 – the finale

The sports club staged the “Sandoz Oobe” (evening) on a regular basis. The evening took place in the large MUBA hall and the program consisted exclusively of “Rahmestückli” (fringe performances) from our own turf. The artistic team headed by Ernst Emmenegger and René Baumgartner put on the best cabaret acts. René in particular was a gifted actor who had attended Theres Giehse’s acting school at a young age. Organizational matters were then the responsibility of the sports club president and his board. One such evening occurred during my presidential term of office. We were in the middle of preparations for the event when Marc Moret had McKinsey shake up the company. The aim was to reduce the size of the workforce. It was a fight by hook or by crook, and every de-

partment tried to prove that each and every of their employees was essential. In my logistics department we had the good fortune to be able to retire an employee early.

Unfortunately, it also affected people who had played leading roles on stage in recent years. Eventually, the artistic group decided to throw in the towel. "We can't be clowns on stage at the same time as many of our colleagues are losing their jobs."

These are the difficult decisions a president must take! With a queasy feeling in my stomach, I went to see Mister Gygax, the head company lawyer, and presented the problem as I saw it. He listened, nodded a few times in understanding, and then said: "Mister Gasser, you as president of the sports club must decide whether the evening will go ahead or not." He then elaborated: "If you cancel it, then we will pay any contractual penalties, but if you can put on a slightly different "Sandoz Oobe", then we will cover all of the costs."

Be careful, an inner voice warned me. You've only been a department manager for a short time and being promoted to an authorized signatory is your objective. So I said resolutely: "Mister Gygax, we're going to go through with the evening. I will provide you with the performance program next week along with a cost estimate."

We hired a master of ceremonies with whom we put together a roster of artists. The MUBA hall was filled to capacity. Everyone who attended understood the situation and enjoyed the various performances, led by the fiery Nella Martinetti. The coverage of the event that followed in the Sandoz Gazette



was remarkable. Kurt Rolf Ronner (krr) praised the evening together with the organizers, ignoring the difficult decisions that had gone beforehand, which was true for everyone. It was the 18th "Sandoz Oobe" and the last.

McKinsey's recommendations were soon followed by divisionalization and, a few years later, by the merger to form Novartis.

MY FAIR LADY – "Basler Art" (Basel style) –
Regie: René Baumgartner

New traffic layout for the Campus access road

Changing mobility habits, connections to new routes and, not least, increased road safety needs, led to a rethink of the design of the Campus access road and the establishment of a new traffic layout.



Reto Gisiger

Architect and Project Manager, Novartis REFS

It's yet another reconstruction of the Campus access road, some people will have thought, when in May 2022 red and white construction barriers were again erected in the access road, excavators drove up and people in high-visibility vests welcomed everyone and took over the job of traffic control. In fact, the completion of the Campus' main entrance with the entrance building and the associated underground car park, which was designed by architect Marco Serra, with the design of Park South by Günther Vogt Landscape Architects and the striking "Wellenbrecher" (wave-breaker) artwork installation by sculptor Ulrich Rückriem, to name only the most essential elements, was not that long ago. However, since the opening of the Campus park in 2007 and the Campus access road first started being used, the mobility behavior of society has changed, resulting in insufficient functionality of the facility in certain areas. In particular, the dropping off and collection of people who are brought to and collected from the Campus by car repeatedly led to confused situations on the forecourt.

The relatively large number of wrong-way drivers with large delivery trucks and 40-ton tractor-trailers, mis-directed by outdated GPS equipment, who mistakenly enter the access road seeking the Port of St. Johann also became an increasing problem. Left to their own devices, these drivers would turn their heavy vehicles around in the confined space, frequently also damaging Novartis' infrastructure. Lighting poles were knocked down, information boards and outdoor furniture were battered with such frequency



that the maintenance organizations tasked with replacing and repairing them could hardly keep up. The special road surface with its large pebbles was also unable to withstand the loads exerted by truck tires spinning while stationary. Whole stones were torn out of the pavement and after not too long, the beautiful so-called “honey asphalt” had degenerated into a patchwork carpet. What’s more, the sometimes adventurous turning maneuvers of trucks also posed a real safety risk for pedestrians and cyclists crossing the square.

Finding a solution – not easy

Traffic safety concerns, in particular, ultimately prompted those responsible at Novartis to launch a project to rethink the existing forecourt design and establish a modified traffic layout.

The redesign was a difficult undertaking right from the start. On the one hand, the space available between the Voltastrasse intersection and the entrance building is limited and already forms a spatial bottleneck in itself; around 10,000 movements take place on a normal working day and up to 1,000 cars enter and leave the underground car park. On the other hand, in addition to the company’s own safety requirements, a large number of conditions are imposed by planning authorities, the emergency services – and the neighborhood also had to be taken into account. Lastly, the new design had to be constructable during ongoing Campus operations, which, given the prevailing degree of traffic, also posed a logistical challenge. All in all, the task felt almost insurmountable at the outset for the traffic planners and designers

In fact, additional space had to be acquired or taken for the solution that is now in place. A new paved turning loop has been constructed; this circles the exit ramp for the underground car park in an westerly direction, so eliminating the need for cars and trucks to maneuver on the main traffic road in future.



The turning loop also contains the new drop-off and pick-up zone. This zone allows private individuals to set down and collect their partners in a safe area. The same area now also contains cab stands, where passengers will in future also be able to step into and alight from cabs. A new path leads from this area directly through the adjacent grove to the Campus and to Fabrikstrasse.

Visitors who need to go to the entrance building to sign in will take the pedestrian shortcut that leads from the drop-off zone directly to the new square and the building.

The additional land usage was able to be partially offset on the main road axis. The stony hardscaping featuring the “Wellenbrecher” (wavebreaker) art installation at its center has now been replaced by generously proportioned green islands with trees. This served to counter the existing strong spatial division which separated the park into two parts to the left and right of Fabrikstrasse. Today, the transition from left to right is less obvious and visitors experience the entrance to the Campus akin to walking through a continuous park.

Roadway areas for vehicular traffic were able to be reduced through the new green islands and a clear disentanglement of pedestrian flow was achieved.

The “Wellenbrecher” art installation by Ulrich Rückriem has now been reinstalled in the Park North and invites visitors to linger there, with its magnificent views across the Rhine, the border triangle, the Vosges and the Black Forest.

Showpiece terrace

Previously, the special “honey asphalt,” had provided the transition from the municipal road surface to the White-Moncini on Campus paving. As described earlier, this asphalt is unable to withstand heavy traffic and so had to be replaced with an alternative on the forecourt. The elimination of the stony forecourt hardscaping resulted in the need for a redefinition of the paving material around the entrance pavilion. It was decided to establish a terrace. In terms of design, the entrance pavilion was envisioned as standing on its own platform in the center of the park, thus further emphasizing the unity of the park on the one hand and presenting the arrival point and entrance to the Campus on the other.

This allows the various entrances and exits to and from the terrace to be kept in simpler and more common materials and adapted to the specific requirements of use.

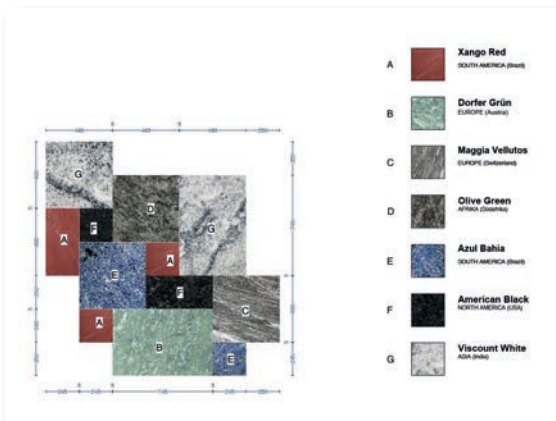
The natural stone pattern for the terrace was designed by Campus master planner and architect Vittorio Magnago Lampugnani. It unites two intrinsically different approaches in the one work which not only holds a unique aesthetic for the viewer, but is also able to tell a story.

A Roman bond pattern was selected for the laying of the natural stone slabs.

This pattern is characterized by an apparent randomness of the slab shape

arrangement – not to say it is intended to appear chaotic. This creates a uniform appearance when viewed across the entire surface.

In fact, the arrangement of the stone formats follows a sophisticated rule which not only provides aesthetic perfection, but is also efficient for stone provision and laying. The bond also seems to be intelligent from a technical standpoint. This is because the laying system does not require any cross joints!



The bond has been known since ancient times; who invented it remains unproven. The name alone attributes the technique to the knowledge and craftsmanship of the Roman Empire. According to legend, the stonemasons in ancient times accumulated mountains of small-sized and different scrap stones which they were unable to sell to their wealthy customers. Despite this, they would have still looked for ways to be able to sell off their stone remnants. Quite sustainable, not ostentatious and yet durable and solid.

The characteristics of this laying pattern also reflect many of the values that Novartis' corporate culture embodies.

The choice of the specific stones used contains the reference to the global activity of the company, and to the fact that the employees on Campus, as elsewhere, originate from every country in the world and contribute their part to the success of the company. The smallness of the stone formats and the small quantities made it possible to collate stones from every continent and to lay these in the pavement.

The resulting colorfulness of these stones from around the world is also closely related in thought to the geological history of Basel. The Campus subsoil consists of so-called Rhine gravel, a heterogeneous gravel bed which the Rhine has accumulated from every distant corner of the Alps and which is colored accordingly!

New art installation

A new art installation is also set to appear on the forecourt. The foundation for this has already been constructed. The artwork is being fashioned by the German installation artist Carsten Höller, but more details cannot unfortunately be disclosed at this point. We look forward to August with eager anticipation!

New traffic layout

The new traffic layout primarily includes an extension of the pedestrian zone operating within the Campus; this now runs along the entire access road to the Novartis property boundary line and the Voltastrasse intersection. Pedestrians are permitted to walk everywhere and have priority over rolling traffic. Speed is limited to a maximum of 20 km/h. Motorized vehicles will continue not to be allowed on Campus and will be automatically directed to the turnaround loop by the road layout in front of the main gate.

Despite every precaution and provision, the forecourt remains a highly frequented bottleneck at rush hour, where respect and mutual consideration are the main guarantees of success.



A personal experience of Novartis' commitment to nonlinear career paths for women

As a founding partner of the CAS in General Management “Women Back to Business” (WBB) at the University of St. Gallen, Novartis committed to today’s buzzwords of diversity, equity and inclusion already more than a decade ago. The partnership addresses the obstacle still faced by many women and employers alike: What does a career break or repositioning mean for the job search and hiring process? I faced this very challenge when I decided to leave my role co-leading a successful small family business and to look for a new position as an employee.



Marie-Christin Meier
Manager Associate Engagement CH

Who can truly say they are the same person they were four years ago? In 2019, my new year’s resolution was to start looking for a new permanent role and to achieve this goal by the end of the year. I was co-leading a boutique vineyard and winery on Lake Zurich, which we had successfully expanded and positioned in the premium segment over the past nine years.

By the end of 2019 – instead of reaching my goal – I ended up with a decent number of straight rejections or no replies at all, and two rather unsatisfying interviews (admittedly on both sides). Two years of uncertainty and turbulence followed: in addition to the restrictions and economic challenges of the pandemic and the loss of much of our harvest in 2021, our son had to be admitted to the hospital for several months, and my husband was battling health issues due to an undiagnosed infection.

I put my job search on hold, and one could easily say that I failed to reach my goal entirely. However, I have gained many valuable insights along the way.

First, I knew I had to search for help and expand my support network. I enrolled in the WBB program offering structured guidance for women with their



individual career journey. The program sets a visionary benchmark in valuing talent and potential instead of linear career paths and thereby offers many motivated women a new impetus for their professional career.

Second, it's a matter of perspective. Growing wine from vines with a life span of 40 years or the quest for groundbreaking medical innovation are both long-distance runs and not sprints. They require you to trust the process, to have a courageous mindset, and to consciously accept setbacks and an uncertain outcome.

Third, stay open-minded and embrace serendipity. Focusing too much on a specific goal sometimes means losing sight of alternatives. We forget that something even better or more inspiring could be just around the corner – in my case being offered an internship as part of the WBB program in the “Inclusion & People Engagement Switzerland” team.

Novartis has given me the opportunity to get to know the company as a potential employer over the last months. The internship is a unique inclusion effort, which recognizes the challenges women sometimes face in the job market with their nonlinear career paths and to help them succeed professionally.

Inclusion is based on an environment of trust, which is what I have experienced from day one. I am inspired by my colleagues as well as all the people I was able to work with and their genuine interest in making me feel part of the team.

Looking back, I am grateful and confident to say that I am not entirely the same person I was four years ago. Despite moments of uncertainty, I have let my curiosity guide me and have grown personally from my experiences. My time at Novartis is a valuable part of this journey. And I am looking forward to continuing this with a permanent position in the “Associate Engagement & Site Comms” team.

For more information on Diversity, Equity & Inclusion in Switzerland contact: [inclusion.switzerland\(at\)novartis.com](mailto:inclusion.switzerland(at)novartis.com)



nav novartis angestellten verband
novartis employees association



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)		
<input type="radio"/> CHF 99.– Active members including labor law and social security legal protection* <input type="radio"/> CHF 99.– Retirees Plus including labor law and social security legal protection* <input type="radio"/> CHF 59.– Retirees including labor law and social security legal protection <input type="radio"/> CHF 39.– Retirees 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.

MEMBERSHIP OFFER

MUSEUMS PASS

The lucky winners of the competition on the subject of “Mental Health” in the last issue of INSIGHTS were:

Patricia Amgwerd Gore, Knonau
F.K., D-Waldshut
Karl Schneider-Schweizer, Basel

Contest

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

Three winners of a “Museums-PASS-Musées” admission pass will be drawn from amongst the

correct competition entries received – with a little luck, you might just be one of the winners.

The “Museums-PASS-Musées” is your one-year admission pass to around 345 museums in Switzerland, Germany and France.

Contest questions

Submission deadline: 31 July 2023

First name

Name

Home address

Zip/city

1. In which year was today's Novartis Employees Association founded?

- 1996
- 1998
- 1999

2. What products that were received free of charge did some authorized company signatories of Sandoz sell privately in the 1970s?

- Promotional gifts
- Ovomaltine
- Voltaren

3. What was the business of Sandoz when it was founded in 1886?

- Veterinary medicines
- Generic drugs
- Synthetic dye production

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.