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1/2018

IPV Wahlen

Élections de l'IPV
Elections to ERC



nav

novartis angestellten verband
association des employés de novartis
novartis employees' association



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Impressum

Mitgliedschaften

Angestellte Schweiz
arb Angestelltenvereinigung Region Basel

Redaktionsteam

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info erscheint vierteljährlich

Laufende Nr.: 81/2018
Auflage: 4000 Exemplare

Redaktionsschluss info 2/2018

23. Mai 2018

Übersetzungen

Inter-Translations SA, Bern
CLS Communication AG, Basel

Titelbild

NAV Kandidaten für IPV-Wahlen 2018

Sämtliche Artikel finden Sie auch unter: www.nav.ch

Grafik/Satz

cdesign, Reinach

Druck

Runser Druck & Satz AG, Basel

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The year 2018 has only just begun and already promises to be very exciting, since elections are again upon us: the internal employee representatives (IPV) are reelected every 4 years.

Here, it is important to understand how the internal employee representatives are constituted. Based on the legally sanctioned participation by employees, we – the Novartis Employees' Association, NAV – are entitled to nominate members to stand as candidates for the IPV. Once elected, they will represent the interests of employees by way of a delegation through the NAV. Cohesion between the ('NAV's) IPV and the NAV is usually established by having the elected employee representatives sit on the NAV's Executive Committee. This ensures that, on the one hand, the NAV as a legitimate social partner is able to participate in shaping the work environment together with the employer, Novartis. At the same time, the employee representatives who also sit on the Executive Committee ensure that the association doesn't become too removed from reality and help shape the association.

The reciprocal effect previously described has proven itself in practice. Negotiation outcomes which to us seemed more advantageous than if a stance of fundamental opposition had been taken were always able to be worked out with the employer. Examples here include the various redundancy schemes, several successful restructurings and all the further achievements relating to employment policies (i.e. EASY, the uniform, analytical job evaluation system).

This successful cooperation should also be continued. That's why we shall be going into these elections with many highly qualified candidates again. It is now up to you, valued active members, to participate and cast your vote in these elections. We naturally recommend that you support the NAV's candidates and give them your full vote – strengthen your association, strengthen your employee representation and take part in this important election; we're counting on you.

Why is this election important? If you are brave enough to look ahead at the next term of office for internal employee representatives, you will be able to sense the magnitude of challenges that we will need to face:

- Industry 4.0, automation and digitization and, with that, new requirements and forms of work; structuring these proactively should become a focus.
- Offshoring and outsourcing: whilst the tendency for the Swiss franc to strengthen and the dollar to weaken continues, and countries exist where labor seems available on more favorable terms, it would be naïve to believe that global companies will not explore these opportunities. And if job relocations become inevitable, an active role should be taken in structuring these and here the NAV and its representatives will continue to highlight the opportunities and risks associated with a retention of such jobs in Switzerland as well as with their relocation abroad. Since the NAV is Switzerland focused, we will naturally work to ensure that the Swiss labor market is accorded commensurate weighting and importance, as they have ultimately also given rise to the current state of prosperity.
- Retirement provision: although there are no impending elections for the Pension Fund 1 Board of Trustees, the conse-

quences of a hopefully increasing life expectancy must be taken into account. New forms of work should accordingly make it possible to counteract the labor shortage with best matched, new possibilities. Flexible pension schemes should allow people to also use their capacities for work at Novartis in line with personal strengths and objectives.

- Enlightened working conditions: very good working conditions have been enjoyed in Switzerland for a long time. These should continue to be retained. In addition, attention should be given over to ensuring that identical working conditions also apply internationally, thereby allowing labor-cost comparisons to also be dispensed with, meaning apples are not compared with oranges. There seem to be countries where permanent employment means having to make oneself available to one's employer practically 24/7. If comparisons are made with situations like this, wrong conclusions can be drawn. But Switzerland should not seek to model itself on this example of poor employment practice, much more the reverse should happen.

As you can see, these are just some of the reasons that motivate us to be an internal social partner and continue to engage and work in the social partnership.

The General Meeting of Members will also be taking place on Wednesday, 25 April 2018. Please reserve this time in your diary now for the forthcoming 20th General Meeting of Members. This is your opportunity to guide the destiny of the NAV since you will be able to vote in the Executive Committee and decide on the essential thrust of what the NAV does.

This gives you a further opportunity to shape policy. I strongly encourage you to use both these opportunities to bring your influence to bear. Exercise your voting rights and strengthen the NAV. In doing so, you will first of all be strengthening yourself. The NAV ultimately represents you and all the interests of the employees – we will continue to work for this cause and for the benefit of all. This is what we stand for and you can count on us, entirely in keeping with our slogan: **"NAV – the key to success."**

Should you have any questions or wish to have additional information, I and we, as the Executive Committee, naturally remain at your disposal.

*In this spirit, your NAV President
Claudio Campestrin*

Members advertise for members

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Joining NAV

☐ I would like to join NAV

☐ I would like to play an active role in NAV

☐ Mr. ☐ Mrs.

Personnel No.

Date of birth

Surname

First name

Site

Tel. No.

Home address

Post code/Place

☐ Management

☐ IEA

☐ CBA

I was recruited by

Surname

First name

Site

Tel. No.

Please fill out the application, sign and send to the NAV office, WSJ-200.P.84 (Forum 1).

DAVIDE Lauditi

Chairman of the Employee
Representative Council
Novartis Pharma AG (NBS)
Forum 1.3.22

■ **Slogan:** The future depends on what you do or don't do today.

■ **Aim:** No to constant restructuring! Work-life balance is more than just a buzzword! Salary increases! Reorganization without redundancies! Attractive early retirement conditions! Fair appraisal system!

I am father to two daughters and have worked at Novartis since 1989. Most of you are perfectly happy with Novartis and we want things to stay



that way. The superior rights we enjoy compared with the standard Swiss entitlements make this possible. **Having rights**

and asserting them are not the same thing. Among other factors, whether or not you can be satisfied with Novartis greatly depends on the election of a socially competent Employee Representative Council.

As an experienced and dedicated employee representative and Chairman of the Employee Representative Council, member of the European Works Council and the Pension Fund's Board of Trustees, I will continue to draw on all the means available to me so that employees are awarded their rights.

For me personally, common sense combined with a willingness to compromise has helped me successfully persevere in the social partnership at a consistent level of quality. Your vote for me and my NAV colleagues will allow me to continue doing so in the future!



SUSANNE Hänni

Manager Communications & Visitor
Services
Novartis International AG (Group)
WSJ-157.2.04.03

■ **Slogan:** "Wherever you go, go with your whole heart." (Confucius)

■ **Aim:** To continue putting my curiosity, interest, joy and passion as well as experience acquired on the ERC over the last eight years towards achieving objectives and reaching solutions.

I have been on the Employee Representative Council (ERC) for the past eight years. In this time, I have come to know many exciting facets of Novartis.

Work on the ERC is varied and requires extremely skillful handling and awareness. Over my period in office, I have successfully implemented tried and tested practices. The interesting aspects and topics of this role have inspired me to stand again. My work as a line manager has enabled me to learn to interact with all kinds of very different personalities. This calls for a great deal of tact and empathy, and you especially have to like and understand people. I believe I possess these qualities and this is why I wish to be elected to the ERC again, so I can help do good work. It is important to me that we employee representatives

achieve a consensus with the company representatives by means of effective dialog and that we find new, bold ways of achieving our common objectives. The Confucius quote is my constant companion. For me, it means that I will always do things with pleasure, a sense of responsibility and above all passion. After all, we are the key to success.

Many thanks for your kind trust.
Susanne Hänni





to date

NATASHA Capote

Operational Compliance Specialist
Novartis Pharma AG (NIBR)
WSJ-Fabrikstrasse 28-1.39.14

■ **Slogan:** Try! If you fail, try again! Still fail? Learn, and try again!

■ **Aim:** I want to apply my innovation and energy to make positive suggestions and thus contribute to the benefit of all.

Let him who would move the world first move himself (Socrates). I often hear people making critical comments about something or someone, but they themselves are not taking any proactive steps to improve anything either. I think it is always easy to find something to complain about. We often forget that, with a bit of initiative, we can improve many things ourselves. I do not want to be one of those people who criticizes everything. I want to be someone who applies their innovation and energy to make positive suggestions and thus contributes something to the benefit of all. In recent years I've noticed that I find it more enjoyable to do this not only for myself, but also on behalf of my colleagues, making a positive change to our company as a result. I see the Novartis Employee Representative Council as an opportunity to expand my commitment further, because for me it is clear: There is no "me" or "you" or "Novartis." There's only "us", which we must all work on together. As regards personal details about me, I am originally from Havana, Cuba, and have worked at Novartis for 17 years.



to date

SIMONE Danner

Associate Clinical Development
Director, Neuroscience
Novartis Pharma AG (GDD)
WSJ-154.2.03.23

■ **Slogan:** We have the same options, but not necessarily the same opportunities.

■ **Aim:** An end to the callous restructuring and redundancies – I am dedicated to bringing about long-term staff planning. Let's move away from performance pressure and towards collaboration and support.

I have been working at Novartis for 20 years. Reorganization and the associated job losses have become a common feature of everyday

working life. We will never "get used to it." A good workplace provides freedom and security. The freedom to say no, to disrespect, to me-first behavior and to performance pressure that makes us ill. If I can say "no," "yes" gains a whole new significance. To this end, I need the confidence as an employee that my employer is involving me in their planning and counting on me. If I no longer need fear losing my job or measuring up to the pressure of performance targets, then this allows an intrinsic motivation to emerge which makes me more productive. Employers demand we take personal responsibility, but true individual responsibility cannot be demanded, only developed and nurtured. To enable this, I am committed to ensuring every employee is offered personal development and further training. This includes managing their own budget and time, for example. For the past four years as an employee representative, I have been representing your interests and hope to continue doing so in future.

VOTE ...

13xnav

R A L F Endres

Scientific Technical Leader I
Novartis Pharma AG (NIBR)
Fabrikstrasse 14-2.02.04

■ **Slogan:** The company has a responsibility towards its employees – as a tenacious negotiator, I will ensure it consistently meets its obligation.

■ **Aim:** Many of my colleagues are worried about losing their jobs, they are frustrated, feel they are not being treated fairly and that the work-life balance is off kilter. This has to change, and I am committed to making it happen.

For Novartis, the interests of the company are paramount, but it also has an obligation towards its staff. So that this is not forgotten, I will continue to be a tough negotiator for



the company, always calling for it to be met. My colleagues should be left to focus on the task in hand. I want to effect that they are not constantly in fear of los-

ing their jobs. Restructuring have to be carried out without redundancies. The company must allow for ongoing further training so that employees remain fit for the future. New appointments should unequivocally favor those affected and it is essential the existing Social Plan is maintained, enabling early retirement, for example. Work-life balance should be more than just a buzzword used internally. Depending on the situation, staff should be able to adapt their working models. The financial success of the company relies on the work we all carry out and everyone should therefore receive a fair share. This means regular salary increases for all as well as fair and transparent performance appraisals. Rewards should not be redistributed from the bottom to the top.



A N D R E A Fedriga-Haegeli

Head Visitor Services
Novartis Pharma AG (NBS)
WSJ-157-1.22

■ **Slogan:** If the only constant is change, then we want to help shape it!

■ **Aim:** Drawing on my experience as an employee representative, I want to be there for my colleagues and provide them with advice and support.

The only constant is change!

In May 2014, you voted me onto the Employee Representative Council for associates with individual contracts of employment (EAV) at Novartis. Thank you for the confidence you placed in me.

I have learned a great deal over the last four years. They have enabled me to cement my basic understanding of the social partnership and expand the scope of my approach.

The area of employee representation is complex and demanding. A challenge that calls for perseverance, assertiveness and negotiating skills.

I have been working for Novartis in Visitor Services since 2002 and, in these 16 years, there have been many changes at the company. Since the "Forward" restructuring in 2008, staff have experienced one reorganization after another. Today's

global, digital working world and the drive to be **even faster and even cheaper** is unstoppable. Through engagement and perseverance coupled with a robust and strong social partnership, together we can help define and decisively influence the framework conditions. This concrete and active collaboration is just one of the aspects that has inspired me to once again put myself forward for this important role. Many thanks for your kind trust.

PATRIC Halbeisen

Scientist
Novartis Pharma AG (GDD)
WSJ-Virchow 6-1.231.13

■ **Slogan:** Working for you, with you, alongside you!

■ **Aim:** In my position as employee representative I would like to build on the previous achievements of the NAV and the Employee Representative Council, fighting for what we have gained so far, proposing new ideas and making my contribution to our success.

After almost four years of experience as an employee representative, I would like to deepen what I have already learned and apply this knowledge to the benefit of



employees. I want to ensure we have a workplace for the future in which we can stay healthy, happy and motivated as we

continue to carry out our duties.

I want to devote my time specifically to employees who care about long-term and constructive solutions, and to represent their interests accordingly.

In my position as employee representative I would like to build on the previous achievements of the NAV and the Employee Representative Council, fighting for what we have gained so far, proposing new ideas and making my contribution to our success. I intend to focus on the following as my main mission:

- What can we, as employees, actively contribute?
- What needs to be done to secure our jobs at Novartis for the future?

I would be delighted if you placed your support and trust in me.



ROLAND Hirt

Coordinator Project Controlling & Support
Novartis Pharma Schweizerhalle AG (NTO)
WSH-2052.6.13

■ **Slogan:** Using today's experience for tomorrow's new developments.

■ **Aim:** Equal opportunities, attractive working conditions and social justice must be nurtured.

I have been taking on board the interests of staff as an employee representative for more than 10 years and this has given me a broad spectrum of experience and knowledge. A willingness to communicate and expertise in addressing staff and socio-political issues with relevant

understanding and responsibility have always been at the heart of my commitment. Complex areas such as involvement in securing good social plans, developing social rights, advising and providing support to staff who need help and advice as well as other countless tasks must be approached efficiently and realistically. Constructive solution concepts are the only way to succeed, forward-thinking is especially important in such a multicultural and multinational environment as Novartis.

Equal opportunities, attractive working conditions and social justice should be regularly reviewed to ensure pioneering framework conditions are effectively put in place for employee well-being at Novartis.

I'm asking for your vote so that I can continue to pursue my social-political commitment to an advanced, sustainable labor policy.



MARCO Preci

Deputy Head Share Registry
Novartis International AG (Group)
WSJ-Forum 1-P.71

■ **Slogan:** Your historically conquered right to vote.

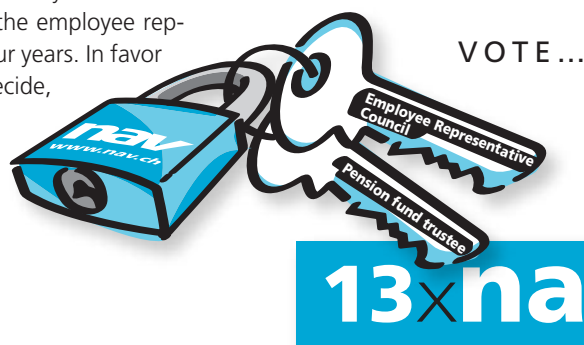
■ **Aim:** The next four years every meeting, every negotiation with the goal to improve or to safeguard your rights, will be accompanied by your vote.

No, you do not know me and that is irrelevant. Important is if you know the signal that you can set in the interest of the Novartis personnel in Switzerland. Do you know the roles, the tasks, the potential influence and the margins of negotiation of the employee representatives? This responsibility of the elected can only be met, if you use your historically conquered right



will help shaping the strength, but also the creativity, the innovation, the climate, the results, your direct environment and your terms. My name is Marco Preci and I'm with the NAV, which means the blues.

to vote. You can show that with your vote you will accompany every meeting, every negotiation and that you want to strengthen the side of the employee representatives the next four years. In favor of which color you decide,



FRANCESCO Spataro

QC Professional
Novartis Pharma Schweizerhalle AG
(NTO)
WSH-2180.P.01

■ **Slogan:** Fairness is the number one priority.

■ **Aim:** I want to be strong in protecting your rights and interests and ensuring that the company honors and fulfills its responsibility towards employees.

I recently celebrated 40 years at Novartis. In all this time, I have repeatedly observed a level of dissatisfaction around me when it comes to certain matters. Much is always changing, and at a very fast pace at that. Many col-

leagues are subject to intense work pressure. The demands being placed on them by the employer are constantly growing. However, not all can keep up with this fast pace and pressure. Unfortunately I cannot stop these changes, but as an employee representative, I am someone who works for employees and am therefore someone you can reach out to in difficult times. In my role, I can help prevent hardship and am able to more easily effect change for colleagues in need of support. This is just one facet of my motivation to continue as a member of the Employee Representative Council. I also want to enhance and expand on the knowledge I have gained in my current period in office and to ensure that the company honors and fulfills its responsibility towards the employees. This is why I am asking for your vote.



RIAD Aissa

Coordinator PU PFS + LS
Novartis Pharma Stein AG (NTO)
WST-303.2.332

■ **Slogan:** Achieving success in partnership!

■ **Aim:** I wish to work towards achieving a sustainable corporate culture and jobs that have appeal.

I have decided to stand as a candidate for the Employee Representative Council (PV-A) for employees with individual employment contracts. For this reason I wish to introduce myself:

I am 35 years old, married and have 2 children (12 and 14 years old). My work at Novartis commenced in 2012 and I have now been the PU PFS + LS Coordinator for several years.

I am putting myself forward as a candidate because my fellow human beings are important to me and, by extension, so is HR work. What's more, I am interested in a sustainable corporate culture and in the appeal of our jobs. I wish to work to promote these aspects.

My first experiences were gained early on at the ISG in Stein where I regularly worked in close collaboration with the factory management. In addition to my work, I am still studying with a focus on human resources management. In making the best use of my learned knowledge, I wish to represent you to the best of my abilities with any issues you may have, and do this together with a strong partner, the NAV.



CHRISTIAN Riegert

Scientist
Novartis Pharma AG (GDD)
WSJ-145.8.63

■ **Slogan:** People talk excessively about one another. Talking with one another is a better option.

■ **Aim:** Clear and unambiguous communication.

As a 53-year-old family man and after 31 years of professional experience in various laboratory areas at Ciba AG and Novartis Pharma AG, I would like to play an active role in staff representation now after being an NAV member for 5 years. In particular,

I would like to be a contact for employees who supports the interests of his colleagues, and especially in difficult situations such as illness and restructurings. It is my opinion that open communication will lead to solutions for both employees and employers. In addition, being a French citizen, I would like to find solutions to questions about so-called "cross-border commuters."

The delegated NAV staff representatives already play an important role as social partners for employees; it is a role that will also continue into the future. That's why I also wish to participate actively in this process and am putting myself forward for election.

Please support this commitment with your vote. Vote for the NAV Team!

FELIX Tobler

Engineering Expert GDC CHBS/CHST
Novartis Pharma AG (NBS/TIS)
WKL-132.2.002

■ **Slogan:** "Politics is the art of the possible." (Otto von Bismarck)

■ **Aim:** I will work with all my skills and with loyalty, enthusiasm, responsibility, fairness, competency and a sense of tradition to uphold our social partnership in the future.

Realpolitik is not only important in our country, but also in our company. By virtue of my service-focused and engaging personality, I see myself able to consolidate the triangle between employees, the company and politics. People, with their need for



stability and continuity, clearly remain centermost for me. Consensus has always proved to be an adequate tool to help the

attainment of objectives. As NAV candidates, we also wish to uphold this tradition with all of our abilities and our total commitment. Local values and traditions should be respected and increasingly represented to the company's management. The digital transformation is placing new demands on the company and its staff. As a graduate in business information systems, I see this as a special field where I can contribute a wealth of knowledge and experience.

About me: Year of birth 1972, engaged, karate instructor, diving instructor, hiker, motorcyclist, politician, ICT auditor, ...

It would be an honor to me to be given your trust and allowed to represent your concerns, so as to help our company achieve set social and economic standards in the future.



CLARISSA Vajna

Associate Scientist
Novartis Pharma AG (GDD)
WSJ-153.4.08

■ **Slogan:** Motivated and committed.

■ **Aim:** Listening attentively to colleagues to enable me to champion their causes.

As a mother, housewife and Novartis employee, I am well aware of the challenges that many of my colleagues face. I have been working in various sections at Novartis for over 16 years. This has given me an insight into the internal processes and challenges which I mastered with enthusiasm. I see myself as a communicative employee. Several years ago, I got to

know the NAV better and, in the process, the work of the in-house employee representatives since I required their support personally. I therefore know from my own experience how important it is to be able to count on a professional network when difficult situations arise.

I enjoy the experience of working to help others. That's why I wish to complement and bolster the team with my experience.

I respectfully ask for your vote!







FELICE
Bertolami

Candidate President GAV

QA Professional
Novartis Pharma Schweizerhalle AG
(ChemOps)
WSH-2084.Z3.04

■ **Slogan:** Embrace the future with joy and confidence!

■ **Aim:** I wish to work on behalf of members' interests with every effort. This entails tackling problems and participating proactively in finding solutions to these.

I am 59 years old and a father of 3 children. In April 2018 I will have been working for Ciba-Geigy and Novartis for 39 years. During this period, I have experienced many positive and negative things. As a prospective employee representative, I would like to be there for all employees. Thanks to a great deal of enthusiasm in my working environment, I have the opportunity to participate actively and meaningfully in shaping the future development of the Employee Representative Council.

I would be pleased to make myself available as a contact and I am willing to listen to all of the concerns and cares of employees. Ever-increasing globalization, stress in the workplace and an uncertain

situation in the labor market (job cuts) are forcing everyone to bravely face these situations and the problems they bring about. I wish to work on behalf of members' interests with my total commitment. This entails tackling problems and participating proactively in finding solutions to these. We can only grow as well as promote and maintain peaceful industrial relations by acting in unity.

VOTE ...

7x CBA

DANIEL
Linder

Chemistry specialist
Novartis Pharma Schweizerhalle AG
(ChemOps)
WSH-2112

■ **Slogan:** Don't be afraid to take a new path if it will benefit our working environment.

■ **Aim:** Tackling the concerns of employees in a calm yet focused manner to enable compelling results to be achieved for you.

In the balance between work and leisure, the activities associated with employee representation are now also the right things for me to do. That's why I also feel able to work on behalf of the interests of employees. Because of my shift-working patterns, I frequently have the opportunity to go for long walks with my dog during the day and busy myself in the garden. Since



my work as a specialist chemist sees me working in enclosed spaces under artificial lighting and often in protective clothing, this is a great way to get back to normality.

The work carried out by the Employee Representative Council has a lot in common with the situation mentioned above:

- If I wish to reach a certain destination on my walks, taking a considered approach with small detours will get me there with greater certainty than if I would have cut straight across the countryside, injured myself and possibly even aggravated someone by trespassing on their property.
- A garden will need constant work and care. This diligence is then rewarded with fruits and stunningly beautiful flowers.

This analogy can also be found in the work carried out by the Employee Representative Council. The use of judicious indirect routes and a calm and concerted approach will enable better results to be achieved that are satisfactory for all concerned.



to date

MARTINO Villani

Chemistry specialist
Novartis Pharma Schweizerhalle AG
(ChemOps)
WSH-2060

■ **Slogan:** Objectives can only be reached through a shared commitment. The same applies to employee representation. Strength lies in unity!

■ **Aim:** Putting a stop to the continual dismantling of the achievements of the Employee Representative Council. Furthermore, I would like to encourage employees to give greater support to the Employee Representative Council.

I have been an employee representative for fourteen years, i.e. for four terms of office and I have now worked at Novartis for 34 years. During this time I have gained a lot of experience. In the social partnership, I make exhaustive use of this experience to help advise our employees if they have problems and/or questions.

Over recent years a great deal of work needed to be done in the social partnership, for example during the job cuts in 2012/2014 and those in May 2017. There is never a shortage of work for the Employee Representative Council. Defending

and also protecting the hard-won rights from past years will also continue to remain a major challenge in the future.

That's why I consider it to be a great challenge for which I will gladly put myself forward again. It is extremely important for us to be able to count on the support of the employees.

The elections will be held from 27 March to 17 April 2018 and I have put myself forward as a candidate for a fifth term of office. I very much hope that your support will be forthcoming.



TIZIANO Bozzo

Chemistry specialist
Novartis Pharma Schweizerhalle AG
(ChemOps)
WSH-2060

■ **Slogan:** It's time for a change!

■ **Aim:** Arriving at a point of balance that is agreeable to both employees and employer. Because satisfied employees are good employees. That's why my objective is to help you find the right personal balance point and I will remain committed to doing that.

If you have ever found yourself out of kilter in your work environment then I will make it my mission to help restore your personal balance at your place of work. I also wish to do my part to uphold the balance of the social partnership. After having worked for 29 years in the company, I have decided to put myself



new

forward for a position in the NAV. You might well ask yourself, why only now? Well, I believe it's never too late to become active and bring about change.

After having been with the company for such a long time and seen everything that doesn't go according to plan or does not happen as one would have liked, it becomes time to take action to help steer events and participate in the decision-making process. My long-standing employment in the company has meant that I have experienced many negative changes without being able to influence these. Becoming involved and not simply accepting everything that is put before me lies in my nature which is why I am standing for election. I kindly ask that you vote for me to enable me to represent you to the company and to assist you in the event of problems. I cannot promise you that you will have a secure job at Novartis over the coming years, however I can promise you that I will work to uphold and support your best interests. I am in the same boat as you, which is why we share the same concerns.

ANTONINO Di Chiara

Chemistry specialist
Novartis Pharma Schweizerhalle AG
(ChemOps)
WSH-2084

■ **Slogan:** Objectives can be achieved with certainty as part of a community.

■ **Aim:** Tackling the challenges ahead with all my energy and being there in a supportive way and with total commitment for employees.

I am 36 years young, married and the father of two children whose future has been very dear to me since their birth. I have been working as a chemistry specialist in shift work at Novartis for 12 years now. We all certainly experience a great deal in this day and age.



In my discussions with people of an older generation, the fast pace of life was not an issue because change came about

much more slowly. It is increasingly pressed home to me that we are all being confronted with wide-ranging and new changes much more frequently in this hectic period that we live in today. Wouldn't it be easier to just watch our future unfolding from the sidelines and simply do nothing about it? On the other hand, I also know that we need to address our challenges and make a contribution proactively. We all can either watch, or become involved. The second course of action is what I am extremely passionate about. That's why I wish to put myself forward as a candidate and make an active contribution in this process. I want to tackle the challenges ahead with all my energy and be there in a supportive way and with total commitment for employees. Your vote would allow me to accomplish this.



TORSTEN Maier

Chemistry analytics specialist
Novartis Pharma Schweizerhalle AG
(ChemOps)
WSH-2084

■ **Slogan:** You cannot change the wind, but you can set the sails differently.

■ **Aim:** Elaborately and transparently forward my colleagues concerns to the places where hearing takes place.

For the last ten years I've been working on a shift in the production and this is why I know my colleagues needs and concerns. Involvement is an important component of my life. The rendering of the workplace and the entourage has an influent effect on our daily life and on our health. Physical as psychological pressure keep growing. It's not always easy to find the balance between professional and private life, since we spend roughly a third of our lifetime at work. You cannot change the wind but you can set the sails differently and that is why I have decided to have a say with the working direction. Ultimately, both the employer and the employee take advantage from an optimal functioning workplace, since this allows working more effectively. This is why I set myself at disposal for the next term as employee representative and ask you for your vote.



HERBERT Rotz

QA Senior QA Professional
Novartis Pharma Schweizerhalle AG
(NTO)
WSJ-025.2.26.01

■ **Slogan:** Have the courage to altruistically be there for others.

■ **Aim:** Create salary transparency! Eliminate unequal treatment within appraisal processes and provide support. Facilitate work-live balance and when needed part-time work, not only with managers' approvals.

Switching off work and simultaneously enjoy the day's successes is only possible with good friends and a happy society. After almost 40 years of work in several different branches in Germany and Switzerland I can look back to very interesting occurrences. As in the private life there were highs and lows. In a time of permanent

restructurings, a close to creepy atmosphere comes up among colleagues. And yet the cooperation and "being there for each other" already helps. This fear cannot be taken from everyone, but no one has to be alone in the current situation. It's not always easy to gain back confidence and courage, sometimes a talk with a friend will suffice, sometimes there needs to be a lot more. A strong staff committee, without external influence comforts me. Together we're not invincible, but alone you already lost.



TASKIN Sedat

Coatings specialist, analytics specialist
Novartis Pharma Schweizerhalle AG
(ChemOps)
WSH-2084.Z2.A

■ **Slogan:** We only stand strong united!

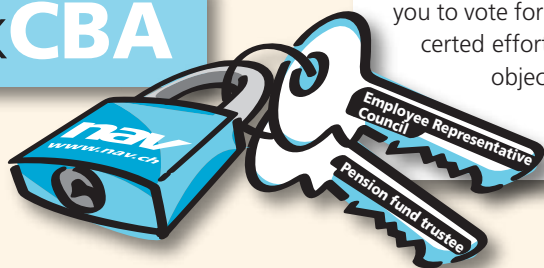
■ **Aim:** I wish to actively represent employees and their concerns as well as their rights during the difficult period that is approaching.

I have now been working at Novartis for many years as a chemistry specialist in analytics. During this period I was able to work in various departments and production buildings

and gain wide-ranging experience. This also enabled me to experience at first hand the effects of closing several production buildings. The difficult situation that many of my work colleagues found themselves in made me reflect deeply on this. That is why I wish to work proactively as an employee representative for employees with collective labor agreements (GAV) and to be able to represent the rights of work colleagues during this difficult time in the company. I am therefore kindly asking you to vote for my candidacy and for all the NAV candidates. Because only a concerted effort will give us the necessary clout to be able to achieve our desired objective!

VOTE ...

7x CBA



Reserve your
place today on
**Wednesday, April 25,
2018** to secure your
participation at the

**20th
Annual
General
Meeting.**

Employee representatives – The link between employees and company management

A “mouthpiece,” “link,” “thermometer,” “interface,” “point of contact for employee issues” – this is how employee representatives see themselves. These terms all make one thing clear: employee representatives carry out a key and indispensable role in companies.



Virginie Jaquet, Hansjörg Schmid

A company will primarily become successful through the efforts of its employees. That's why it is important for these employees to enjoy participation rights. The quality of participation will depend on various factors. For example, the extent to which participation rights are granted in the company and the tools that exist to enable participation. However, the most important factor in all of this is the people who exercise the participation: the employee representatives. Their involvement serves to make participation a truly effective tool.

An employee participation act has been present in Switzerland since 1994.

Compared to corresponding laws in neighboring countries, this act remains extremely constrained in its scope. It only just governs a small number of areas, and some of these only with minimal bindingness. Without initiative of the employees no company is for example obliged to install an employee representation, independent of how big this company is. Yet the employee participation act lays down no sanctions at all where disagreements exist – it is, in effect, a law completely without coercive measures!

Employee representation as a key role

Employee representatives, staff representatives, staff councils or whatever they might be termed will have markedly better participation rights if a collective employment contract, a standard company employment contract or a set of rules with progressive participation provisions exists within their company. This is usually the case in chemicals/pharmaceutical companies, such as Novartis.

In such companies, employee representation takes the form of a body elected democratically by the workforce. This process gives the body full legitimacy to represent the interests of employees in their dealings with the employer. Important tasks carried out by the employee representation include the negotiation of salaries and the negotiation and drawing up of regulations. Employee representatives become practically indispensable in crisis situations, for example when mass redundancies are planned in a company.

Employees Switzerland train employee representatives and advise them

The role of an employee representative is extremely demanding. He or she is the interface between employees and the management. It is a declared objective of Employees Switzerland to make employee representatives who are affiliated with the association proficient in their critical role. That's why the professional development courses offered by Employees Switzerland focus on the professional development of employee representatives. The courses for employees not only convey basic principles and specialist information about employment and social-security law, but also about conflict management, finance and accounting. Receiving training in personal skills is equally important at Employees Switzerland. That's because employee representatives need to be able to defend their positions and win over others to their standpoints. The range of courses offered by Employees Switzerland to employee representatives is given at <https://employees.ch/training-courses/course/kategorie-0>.

Employees Switzerland is always available to provide “their” employee representatives with assistance and advice. That's because, in their companies, they will ultimately also be representing the association. The advisory team from Employees Switzerland was presented in *info* 3/2017.

If a conclusion were to be drawn about employee representatives, it could only be: they are an indispensable, democratically elected body in every (larger) company. They therefore deserve a high turnout when they stand for election, as is the case now at Novartis.

Please give them your vote!

Interview with René Buholzer, CEO of Interpharma

Daniel W. Szpilman

Interview with Dr. René Buholzer from
Daniel W. Szpilman (guest author)



On behalf of the *info*, editor Daniel W. Szpilman met in Basel with Dr. René Buholzer, General Secretary of Interpharma, the association of research-based pharmaceutical companies in Switzerland, to discuss his role, the challenges facing the pharmaceutical industry in coming years, and digitalization.

Info magazin: Dr. Buholzer, a few months ago you became the Interpharma General Secretary, succeeding Thomas Cueni. Like him, you came to pharmaceuticals as an industry outsider. How do you feel in your new role?

DR. RENÉ BUHOLZER: I've settled in well. While I do come from outside the industry, I have a great deal of experience in the economic-policy environment, where I've been active through-

out my professional and academic career. I enjoy getting to know a new policy area. Our members' innovation-based business model is also highly attractive and motivating. In comparison to banking, we have a direct and tangible utility: when medications are effective and allow people to heal from disease or enjoy a better quality of life, the benefits do not require general explanation to an observer. Banking is much more abstract. However, I was not previously so aware of the varying and somewhat entrenched viewpoints of the various actors in the health care domain, such as service providers, health insurance funds, patients, and pharmaceutical companies. The regulatory environment is also highly complex. I was further surprised by how little future-oriented dialog there is, especially considering the rapid pace of medical progress and the fact that digitalization will bring changes for our health care system.

That sounds like a general challenge. Health care policy is also very emotionally charged, for instance when we consider the topic of health insurance premiums. Few issues can get people so worked up.

The challenge lies in the stakeholder dialog, and in finding new approaches there for the further development of health care. There needs to be greater openness to cooperation instead of combativeness. The topic of premiums has caused a stir for a long time, and regularly features among the concerns surveyed



by the Credit Suisse "Worry Barometer." Meanwhile, however, we should note that our health care system measures up very well in an international comparison, and those entitled to a vote are highly satisfied in terms of quality and services. This is consistently demonstrated in the health survey, the "gfs Gesundheitsmonitor (Health Monitor)", commissioned annually by Interpharma.

But one still gets the feeling that there is increased regulatory and political pressure on the pharmaceutical industry. Is that the case?

Yes, it is. In general, more state intervention is called for, and the health care sector continues to attract political attention because it is so highly regulated anyway. However, if we look at the debate about drug prices, we see a big gap between perception and reality. In contrast to what is frequently reported in the media, drugs have accounted for a stable proportion of health care expenditure for years, despite the introduction of many new and innovative drugs to combat cancer, multiple sclerosis, and hepatitis C. In fact, the Swiss population spends less on drugs than on telecommunications. So, we have to keep looking at things in perspective. Of course, we can always argue about the price of a specific drug. But it's far more important to maintain our focus on the benefits for patients.

Which means?

That this is a high-risk industry due to its cost intensity, and that a very long time is needed to develop a new drug. Inventions are time-consuming and expensive, and research success is not guaranteed. Meanwhile, drugs only account for around 13% of health care expenditure. The largest cost items are outpatient and inpatient treatment.

Why don't these factors receive more attention in the analysis of cost drivers in health care?

Measures such as hospital closures to reduce overcapacities are very unpopular with the public, which makes it difficult for health directors to implement such reforms. However, as an economist, I am astonished that we are only discussing costs, and not cost-benefit ratios. In many other fields, it is customary to examine both sides.

Why is this?

It has become established practice to consider health care expenditure purely from a cost perspective. The macroeconomic benefits of good health care provision are often neglected. But immense cost savings can be made if effective treatments allow patients to go back to work sooner or live independently for longer. We must focus more attention on the benefits of drugs. The population is aging, in good health, and the pharmaceutical industry makes a big contribution to this.

What other challenges do you foresee for the pharmaceutical industry?

We are in global competition with other countries. Singapore, China, the US, and our European neighbors are highly competitive. We must strive to ensure that Switzerland remains attractive. The keywords here are: open sales markets, stable relations with the European Union, a first-class research location, flexible labor markets, and an internationally accepted and competitive



Dr. René Buholzer has been the General Secretary and CEO of Interpharma, the association of research-based pharmaceutical companies in Switzerland, since September 2017. Dr. Buholzer studied political science, international law, and economics, and holds a degree of Dr.rer.publ. HSG from the University of St. Gallen, where he also worked as a lecturer in Democracy and Foreign Affairs until 2017.

Before joining Interpharma, Dr. Buholzer was Global Head of Public Policy and Sustainability at Credit Suisse for 10 years. Prior to that, he was a member of the Executive Board at the Swiss business federation Economiesuisse, where he was responsible for environment, telecommunications, and regional policy.

He has published in the areas of public policy, economic policy and Switzerland-EU relations. He is a member of the EFPIA (European Federation of Pharmaceutical Industries and Associations) and the IFPMA (International Federation of Pharmaceutical Manufacturers and Associations). He serves as the President of the Board of Governors at the Swiss Institute for International Economics and Applied Economic Research at the University of St. Gallen, as a member of the Board at the Swiss Institute for Empirical Economic Research, also at the University of St. Gallen, a member of the Foundation Board at the Dr. Heinrich Wächter Stiftung, a member of the Council at the British-Swiss Chamber of Commerce, and as a member of the Board at the Alumni Council of the Swiss-American Foundation.

tax system. We have to compare ourselves with the best on a global level.

And opportunities?

I hope that personalized medicine and digitalization will enable a closer focus on patients. We would be well-advised to adapt to these digital developments. New actors will attempt to gain a foothold in the health care industry. However, I am confident that our established players will successfully cope with the upcoming challenges.

GUEST CONTRIBUTION: FEDERAL ACT ON DATAPROTECTION

Legislation in the data protection jungle

The last issue of *info* magazine reported on the relevance of data protection in the Internet age. When it comes to data protection, the world has changed dramatically in recent years. The world of politics needs to recognize these changes and act accordingly. A revision of the Federal Act on Data Protection was proposed not least for this reason. After having experienced a political tug-of-war between various stakeholder groups, the Swiss Federal Council now hopes that the new Federal Act on Data Protection will enter into force in the foreseeable future. Since the commission has split the legislative proposal into two parts, a race against time is starting. The most important changes will now be explained in several articles.

posal that has existed since 1993. Our world has changed dramatically in digital terms over the past 25 years. In 1993 there were around 50 servers on the World Wide Web. According to a survey by Netcraft, this figure currently stands at around 1.8 billion. What's more, 2.7 zettabytes of data exist today. That is equivalent to a trillion gigabytes, or 1021 bytes, or several centuries of HD movies. These are just two of countless examples that illustrate the changes here.



Daniel W. Szpilman

Guest author and freelance journalist

Once the new Federal Act on Data Protection comes into force, even at least partially, it will supersede a legislative pro-

Schengen takes priority

The Swiss government now wishes to take account of these circumstances quickly. One of the changes addresses borderless data transfers. This will see the Swiss Federal Council attempting to not only adapt data protection to the Internet age, but also harmonize Swiss law with the developments in the European Union and the Council of Europe to ensure that, amongst other things, data transfers between Swiss authorities and companies

and those in the European Union continue to remain unhindered. In the European Union, the new General Data Protection Regulation will apply from 25 May 2018. A swift approach is therefore necessary to ensure that the necessary recognition of data protection equivalence is guaranteed, thereby saving Swiss companies a transitional period during which they would in fact need to get to grips with two different regulations. The change is also advisable because of Switzerland's membership in the Schengen/Dublin agreements. If the Swiss Confederation were not to implement this change in time, this would be another source of conflict that would burden bilateral relations between Switzerland and the EU. Switzerland's involvement in joint European border security would also be up for debate, which in turn would put considerable strain on negotiations in other areas, not to mention a burden of additional border controls on cross-border commuters. That's why high priority is being given to this harmonization.

It is planned that Swiss data protection law will also be adapted to the Additional Protocol to the Council of Europe Convention for the protection of individuals with regard to the automatic processing of personal data. The purpose of this is to ensure that the transfer of personal data to a data receiver not covered by the Convention can only take place if the recipient puts in place an adequate level of protection. Such transfers of data abroad are becoming increasingly frequent in the modern-day business world. For example, in the centralization of certain data-processing functions, in the outsourcing of data processing and in company takeovers by foreign companies.

Switzerland as a third country?

It goes without saying of course that the Swiss economy is critically important to the overall well-being of the population. It isn't without reason that industry representatives have the ear of politicians in this country of direct democracy, so allowing them to voice their concerns. And frequently with success. For example, it was a central demand of businesses that cross-border data transfers should continue to be possible within the framework of the revision of the Federal Act on Data Protection which is now under way. To make this possible, Switzerland needs to be regarded by the European Commission as a third state which recognizes an appropriate level of data protection (appropriateness decision by the EU Commission). Should this level of protection not be achieved, then Switzerland would, from the EU's point of view, be an underregulated third country. This would raise operational and technical hurdles: Swiss companies could be rejected as business partners, developments in Switzerland could be hamstrung. In effect, a blow to the Swiss economy.

During the consultation process, several points were therefore raised by industry and its representatives which were in turn taken into account by the Swiss Federal Council. For example, an option for indi-

vidual industries to be able to draw up a code of conduct that would not need to be submitted to data protection officers. This would naturally save time and resources, which in turn would contribute to the appeal of Switzerland as a base from which to conduct business. Self-regulation has proved to be an effective tool in many instances, be it in the area of environmental protection or corporate responsibility.

Moreover, the Swiss Federal Council refrained from imposing a "Swiss Finish." The harmonization measures do not go beyond what European law requires. Here too, the Federal Council is responding to criticism stemming from the consultation process. Federal Councilor Sommaruga explains: "We strove to introduce as much flexibility as possible to also protect companies operating in the European market." The new legislative proposal is by no means a bureaucratic monster. The National Council's Federal Commission gave its unanimous support to the legislative proposal for the revision of the act – which the statement by the Minister of Justice was able to confirm. However, the commission also took speed out of the process and split the matter into two separate parts. This will now see the changes aimed at ensuring Switzerland's Schengen membership being enacted first. It is planned for this change to come into force as soon as possible to avoid conflicts. A total redrafting of the Federal Act on Data Protection would only take place in the second step of this process. However, because of the continued need for recognition of data protection equivalence, this part too needs to be spurred on without delay to find solutions to the abovementioned problems. One thing is for certain: the legislators are now under pressure.

Pressure and control

Anyone who looks at the situation more closely and acquaints him- or herself with the changes that have occurred over recent years will still be confronted with one question: can full and comprehensive monitoring of our data ever succeed?

Further changes will be discussed in follow-up articles. Information correct as at the beginning of February 2018.

