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4/2018

nav

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



Editorial	4	Éditorial	4	Editorial	5	3
<i>Restrukturierung bei Novartis</i>		<i>Restructuration chez Novartis</i>		<i>Restructuring at Novartis</i>		
Ein Erdbeben der besonderen Art	6	Un séisme d'un nouveau genre	18	A different kind of earthquake	32	
<i>Weiterbildung</i>		<i>Formation continue</i>		<i>Further training</i>		
Erfolgreich kommunizieren ist lernbar	7	Communiquer efficacement peut s'apprendre	19	Effective communication can be learned	33	
<i>Angestellte Schweiz</i>		<i>Association Employés Suisse</i>		<i>Employees Switzerland</i>		
Restrukturierung bei Novartis – Angestellte Schweiz stehen mit Rat und Tat zur Seite	8	Restructuration chez Novartis – Employés Suisse propose une assistance et des conseils	20	Restructuring at Novartis – Employees Switzerland is at your side	34	
<i>arb – Angestelltenvereinigung Region Basel:</i>		<i>arb – Association des employés de la région de Bâle:</i>		<i>arb – Employees' Association, Basel Region:</i>		
Datensammlung und Datenschutz im Arbeitsrecht – das Personaldossier	10	Collecte de données et protection des données dans le droit du travail – le dossier personnel de l'employé	22	Data collection and data protection under employment law – your personnel file	36	
<i>Kolumne von Roger Thiriet</i>		<i>Chronique de Roger Thiriet</i>		<i>Roger Thiriet's column</i>		
Von der BN-Nazi zur Tagi-BaZ	12	Quand la fusion Tagi-BaZ rappelle le mariage BN-Nazi	24	From the BN-Nazi to the Tagi-BaZ	38	
<i>Weihnachtsgeschichte</i>		<i>Histoire de Noël</i>		<i>Christmas Story</i>		
Keksdosengeflüster	14	Murmures dans la boîte à biscuits	26	Whispering in the cookie tin	40	
NAV Wettbewerb: die Gewinner	15	Concours NAV: les gagnants	28	NAV Competition: the Winners	41	
Mitglieder werben Mitglieder	16			Members recruit members	42	
<i>Novartis: Energized for Life</i>		<i>Novartis: Energized for Life</i>		<i>Novartis: Energized for Life</i>		
Von «Be Healthy» zu «Energized for Life» – Well-being	17	De «Be Healthy» à «Energized for Life» – Well-being	29	From "Be Healthy" to "Energized for Life" – Well-being	43	
		Les membres recrutent de nouveaux membres	30			

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Redaktionsteam
Claudio Campestrin, Susanne Hänni, Davide Lauditi,
Roland Hirt und Patric Halbeisen

Kontaktadresse
NAV Novartis Angestellten Verband
Geschäftsstelle
Novartis Campus, Forum 1
WSJ-200.P.84/Postfach
4002 Basel
Telefon +41 (0)61 697 39 00
E-Mail nav.nav(at)novartis.com

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There was outrage at the job cuts that were announced on 25.9.18, and there still is. Even though we have got used to some things since the merger with Novartis and the various restructuring projects – Forward and the Swiss/Pharma project are good examples – we are still amazed at the scale of the reorganization that has now been announced.

We at NAV have been holding back a little when it comes to communication, but not when it comes to working for the benefit of all employees. There have been numerous information events since the first announcement. The backing that we have been given at them has encouraged us to continue on our chosen course.

Now the official, legal restructuring process has begun. Initially, the internal employee representative councils, including the NAV delegates who sit on them, were busy with the information phase. This phase will be followed by a consultation phase from which proposals will emerge as to how predicted job losses could be avoided or mitigated. Make sure you take part in these processes and put forward your proposals. We know from past experience that good ideas and suggestions always come from the areas affected. They have been welcomed, and will be again, because they are of very high quality and, just as some of them have been taken into account in the past, so, hopefully, they will be taken into account again.

This year the NAV – your NAV – celebrated its 20th anniversary. We had already planned to use this edition to take a look back and venture a look ahead. So: looking back, the numerous occasions on which you contact us are always very enriching, and we are grateful to be able to rely on you in our association. If we dare to look forward into the ever-uncertain future – because the future is never certain – we can assure you of one thing: we will not rest on our laurels but will continue to work for the good of all employees and for this site. This brings us to the end of our anniversary celebrations and we will now concentrate entirely on the ongoing restructuring and all the other challenges that are bound to emerge from it.

Consequently, in this issue you will only find a little about the proposed restructuring, because, at the time of publication of this *info* edition, we do not yet have much to write about or report on. We will let you know as soon as we have more information or any other matters are resolved.

Despite all the uncertainty, Christmas will happen again this year. Another year will come to an end and a new one start. Despite all the upheaval, we wish you a happy Christmas: enjoy the festive period. May you bring 2018 to a successful conclusion and may 2019 be an excellent year in which you can pursue your goals and good intentions. We wish you all the best of health and every success.

Finally, let me announce a change at NAV: In 2019 we will be experimenting with restricting the number of editions of our *info* magazine to three. It's an attempt to overcome the gap in the summer and still keep publishing useful articles. You can tell that it's nothing to do with economizing because the Board has decided to use some of the money that will be saved to organize a gathering for you, our valued members. You'll have to wait and see, we'll tell you all about it in due course.

If you have any questions or require any further information, I and the whole Board will be pleased to help you.

In this spirit, your NAV President – Claudio Campestrin



The NAV executive committee wishes you a very nice holiday season and a very Happy New Year.

We would like to express our sincere thanks for your trust in the Novartis Employees' Association and your loyalty.

A different kind of earthquake

How an unprecedented announcement has deeply changed the perceptions and feelings of Novartis employees



Roland Hirt

PV-A employee representative
NAV Board Member

We are writing on 25 September 2018, a day that will certainly remain a painful memory for a great many

employees. Over several weeks and months, rumors swirled about an announcement this year which would reveal a momentous mass layoff on an unprecedented scale. But only a few select persons really knew about the extent of this restructuring. A feeling of anxiety spread throughout the workforce, as no one knew whether or not they would fall prey to the job cuts.

After the initial staff announcement planned for 19 September 2018 was postponed at short notice, those areas and employees apparently affected were summoned, on the eve of 25 September 2018, to attend individually convened announcements at the various sites at 7.45 a.m. the next morning. Special marquees were even set up for this purpose, for example in Stein.

The employees then received startling news: In Basel, for instance, around 1,000 jobs are to be eliminated, in Stein approximately 700, in Schweizerhalle around 350 (full closure of the production building WSH-2084) and double digits in Locarno and Rotkreuz. Overall, the company plans to cut more than 2,000 jobs over the course of 48 months.

This terrible announcement packed a punch, leaving most of the attendees speechless and forlorn. No one wanted to believe that their service – sometimes after decades with the company – suddenly meant nothing and they were to be replaced with cheaper resources, or their post was to be eliminated entirely. People had identified with their jobs, with the company and its philosophy, and now all of that had been tossed aside. Looking around the crowd after this announcement, the audience was filled with many blank faces, tear-filled eyes and pinched smiles – a state of sadness and helplessness.

But after the first shock wore off, it was time to focus on getting the best out of this whole situation for those affected! All of us in the Novartis Employee's Association (NAV) are again called upon, with all of our representatives on the Employee Representative Councils (IPV), to optimize a cogent and clear-sighted social plan, ensuring that those employees unavoidably affected by these measures are cushioned as well as possible. The consultation process, still ongoing at the time of writing this article, also needs to be carefully evaluated, taking into account all potential avenues to avoid job cuts.

The IPV issued an invitation to its traditional information event in WSJ-503 on 16 October 2018, with the aim of reporting on the issues and realized objectives of prior months. However, due

to the overwhelming public outcry, a follow-up event had to be held, naturally focused on the topic of the upcoming job cuts. The representatives on the podium faced many questions, often accompanied by understandable displays of strong concern. Unfortunately, it was not possible to discuss all matters on that occasion. But please remember you can contact a NAV member of the IPV at any time if you wish to speak in confidence about particular topics or requests.

We employee representatives are now focused on looking forward, not letting ourselves be hindered by external influences such as protests, petitions and the like, but constructively seizing the keys to success. Let's keep our eyes on the ball and support one another. Together we are strong. Only by sticking together can we achieve something!



FURTHER TRAINING

Effective communication can be learned

As announced in the June 2018 issue, the NAV will be providing continuing education opportunities on the topic of "Communication."



Susanne Hänni

Board Member NAV – training offerings

With this in mind, the multi-award-winning keynote speaker Wladislaw Jachtchenko gave a speech to an enthusiastic audience on August 28, 2018, entitled: "Psychology of persuasion."

In a clear and captivating manner, the sought-after business coach explained to his listeners not only the most important tools of professional rhetoric, but also effective persuasion techniques as well as proven successful leadership methods.

In his speech Wladislaw Jachtchenko addressed the following questions in particular:

- Why do we allow ourselves to be persuaded during a conversation or by a presentation?
- Why do we give some people our trust and approval?
- Why do certain arguments change our perspective and opinion?
- Why do we trust some people enough to tell them what we really want?

We also learned that humans generally do not make decisions on a rational basis. Wladislaw Jachtchenko explained this as follows: "It is a common misconception that people are most easily persuaded by rationally structured arguments. For decades science has been saying something quite different: psychological persuasion techniques are the most effective way of persuading people."

The audience was especially intrigued by the insight into the seven most important psychological persuasion techniques, which the speaker divulged to the NAV members in his keynote speech. These include, for example, reciprocity, scarcity, consistency and social proof – all extremely decisive methods a person can and should use for the purposes of persuasion.

It should be noted that all of the persuasion techniques mentioned can be put to effective use in day-to-day work, so we can apply these directly in practice. The important thing here is that persuasive communicating, advising and arguing can be learned. It is therefore well worth exploring the topic in greater detail. The speech by Wladislaw Jachtchenko has given us the motivation to do just that.

In that spirit, the NAV wishes you a communicative advent season and a persuasive start to 2019.

Susanne Hänni

will be happy to receive your ideas and suggestions:
phone 079 557 98 30 | [susanne.haenni\(at\)novartis.com](mailto:susanne.haenni(at)novartis.com)

Restructuring at Novartis – Employees Switzerland is at your side

34

INFO DECEMBER 2018



Major restructuring such as is about to happen at Novartis is challenging for everyone involved. So it's good to know that the people concerned and the Employee Representative Councils can rely on the services and goodwill of their Employees' Association.



Virginie Jaquet, Hansjörg Schmid

On 25 September 2018 came the shocking announcement that Novartis wants to cut a total of 1,700 jobs in Switzerland by the year 2022, not only in the Basel region, but all over the country. *Employees Switzerland* were stunned by the scale of the cuts, as were politicians, the media and the general public.

"Now it's life or death at Swiss industry" was the headline on a press release from *Employees Switzerland* which talked

about a bitter pill to swallow. The association complained that Novartis was apparently applying the principle of generic drugs to its own employees: achieving the same result at a lower price.

Pharma industry is a cornerstone of the Swiss economy

In its statement, *Employees Switzerland* said it doubted that Novartis understood the importance of the pharmaceutical industry as a cornerstone of our economy. Skilled jobs will disappear abroad unnecessarily. "We won't let Novartis destroy the location of the industry in Basel as a center of the pharmaceutical industry," Christof Burkard, Head of Social Partnership at *Employees Switzerland*, was quoted as saying. After all, the forecasts for the pharma sector from BAK Economics continue to look good for 2019. "We certainly won't be leaving Novartis employees to their fate and will be working with the Novartis Employees' Association and other employee representatives to preserve jobs at Novartis in Switzerland and to keep them secure," continued Christof Burkard.

Doubts about effectiveness

The umbrella organization of the Novartis Employees' Association has doubts about how effective the measures will be, for a number of reasons:

- Many investors nowadays demand that companies demonstrate social responsibility. This applies just as much to people employed here at home as it does to working conditions in other parts of the world. In the long term, not behaving in a socially responsible way puts companies at a competitive disadvantage in the capital market.
- Outsourcing jobs does not automatically guarantee a better cost base. The drivers of higher costs include quality control, induction of new employees, adapting to different legal requirements, staff turnover, the cost of support measures accompanying redundancies.
- The employees – who ultimately determine a company's success – become demotivated, and the working environment deteriorates.
- By showing such a lack of sensitivity, the corporation is jeopardizing its reputation.

Reduce job losses to a minimum

Employees Switzerland called on Novartis to abandon the massive outsourcing of jobs wherever possible, face up to its responsibility towards Switzerland as a center for the industry and offer its employees good long-term prospects. In the event of redundancies, those affected must be fully compensated for their economic losses.

A restructuring as massive as the one Novartis is planning also has a political dimension. *Employees Switzerland* believes that the response to international competition, digitalization and the problem of finding specialist workers should no longer be offshoring. Instead, the challenges should be tackled by having the right employment policies. There must be more investment in training and continuing education and companies should be obliged to equip their employees with the skills they need to cope with the changes.

Dialogue and a focus on finding solutions

It is permissible and only right that *Employees Switzerland* should criticize the massive job losses at Novartis. After all, a considerable number of members of NAV and therefore also of *Employees Switzerland* will be affected. However, it has never been the way of *Employees Switzerland* to voice their criticism and then fall silent. No, the association believes in entering into dialogue with the employers and working out solutions together. "*Employees Switzerland* and Novartis can look back on a long and successful history of social partnership," says Christof Burkard. "That makes me confident that, even with this huge challenge, good solutions for all concerned will be found."

The *Employees Switzerland* legal service is available to anyone affected

The *Employees Switzerland* legal service is available at any time to all NAV members needing legal advice in connection with the restructuring at Novartis, whether that is about redundancy or matters relating to social security benefits or payments. They will always be supported by competent experts.

The Novartis Employee Representative Council is under great pressure now. It will do all it can to try to find the best



solutions for all concerned. Of course, the council can also rely on the expertise of *Employees Switzerland*. "We have a wealth of experience at our disposal, especially in relation to major restructuring processes," says Christof Burkard. He emphasizes that it has always proved worthwhile to call on that expertise, whether by attending training courses run by *Employees Switzerland* for employee representative councils – such as the module on "social plan and consultation procedure" – or by getting advice during the consultation phase.

It's always good to know that you have an efficient partner by your side, but in a crisis situation it is particularly reassuring.

Data collection and data protection under employment law – your personnel file

36

INFO DECEMBER 2018

Data protection is on everybody's mind and of great importance in the light of the trend towards digitization. What do you need to know about personnel files, where is caution required and how long should personal data be kept?

Regula Steinemann

Attorney-at-law and Managerial Head,
Employees' Association Basel Region (arb)



Personnel files kept as evidence

The duty to keep a personnel file is based on various different norms, including the employee's entitlement to have a reference written and the reporting requirements for social security. The personnel file serves as evidence; it contains staff appraisals, absences for illness, details of leave taken, overtime worked, individual agreements about further training or commission arrangements, etc.

Data protection

Articles 4 to 7 of the Data Protection Act set out the conditions with which the employer, as the owner of the data set, has to comply when processing personal data. Data must be collected in compliance with the law, i.e. not without the knowledge of the person concerned. Data processing must be done in good faith and must be proportionate. This means that the processing of the data should be overt (thereby creating greater transparency) and that only as much data is collected and processed as is needed, and as little as possible. It must be ensured that the data in the personnel file is accurate and that it is only processed for the purpose stated when it was obtained. The employer is responsible for ensuring that the data (especially in the case of digital personnel files) is protected from unauthorized access or

processing. Failure to comply with these basic principles can constitute an unlawful violation of privacy – Art. 15 of the Data Protection Act refers to possible legal actions and measures such as correcting or destroying data and not sharing it. It may also give rise to claims for compensation and amends.

Protecting the privacy of employees

According to Art. 328 paragraph 1 of the Swiss Code of Obligations and the associated employer's duty of care, the employer must avoid doing anything that could harm the employee's legitimate interests. Art. 328b of the Swiss Code of



Obligations confirms this obligation and states that data may only be processed if it relates to the employee's suitability for the job or is necessary in order for them to do the job.

Employees' right to information

Employees and rejected applicants have a *full right of access to information* (including after the end of their employment) and are entitled to submit a written request. All information must be made available to them in writing and free of charge within 30 days, both factual information and value judgments. According to the guidelines from the Federal Data Protection and Information Commissioner, the file should be maintained in such a way that all categories of information can be provided. Art. 8 paragraph 4 of the Data Protection Act states that, *in exceptional circumstances and where there is good reason*, the information may be refused, restricted or rescinded. A determining factor could be the overwhelming interests of the employer, which in some circumstances could be put at risk by publication of personal notes or documents, for example regarding staff planning (see also Art. 9 of the Data Protection Act). The employee must be informed of this and of the reasons for the refusal, also within 30 days.

Contents of a personnel file

In principle only that data should be collected which is directly connected to a person's work. This includes all documents, including digital records, which define the employment situation from start to finish or redefine the employment situation in more detail.

Obligation to retain data

The employer is obliged to retain stored documents for a certain time. The required retention period does not start when the employment relationship comes to an end but is based on the date on which the personnel file or the document was created. There are differences in how long data has to be retained:

Salary data counts as part of the company accounts and must be kept for 10 years, together with pay slips and business correspondence. *Employment references* can be issued or corrected for ten years. That is to say, an employee can ask for a reference to be supplemented or amended *up to ten years after the end of their employment*. Unlike some people, I believe that more than just the last two staff appraisals can/should be used for the assessment in the reference, because the final reference, unlike interim references, should comment on the entire period of employment. Especially where someone has been dismissed on account of their performance, the assessments towards the end of their employment become noticeably worse. In most cases, the employee does not agree with the alleged decline in performance and believes there are other reasons for the poor assessment (e.g. conflict with a new manager, general job cuts, etc.). There is therefore all the more reason to base the final reference on all previous assessments and also to retain them all. Documents which belong to the employee, such as *application documents, photographs, previous references, etc.*, must be returned at the end of the period of employment at the latest, since the employer has no further justifiable interest in them. All documents connected with the *nature of the work, job descriptions, colleague assessments, documents about the reason for terminating the contract and information about any special incidents* must be retained. Documents belonging to the employer but in which he no longer has any justifiable interest, such as *psychological reports or personality tests* should be destroyed at the latest when the employment comes to an end (or given to the employee where appropriate). It is recommended that such files are destroyed or returned one or two years after they are produced.

In order to be able to decide beyond doubt which documents should be destroyed when, each document should be marked with a date accordingly (ideally the date on which it was written and the retention period). Any other agreements about retaining documents for longer are only possible with the consent of the employee and for their benefit.

Longer retention period in the event of a legal dispute

In the event of a legal dispute, the employer is obliged to retain any required files until the legal dispute is resolved, even beyond the ten-year retention period.



From the BN-Nazi to the Tagi-BaZ

It is not only the economy and the companies that comprise it that are the repeated target of restructuring measures. In other areas of public life as well, change is often the only constant. The Basel media landscape is no exception.

BN and the middle class the *Nazi* (which, incidentally, had nothing to do with the proponents of the Third Reich other than sharing the same abbreviation).

Different directions

Until the 1960s both broadsheets had carved out their own individual paths to success. The liberal-conservative *Basler Nachrichten* was founded in 1844 under the name *Allgemeines Intelligenzblatt der Stadt Basel* and from 1856 onwards operated under its later designation. The BN established itself as one of the leading daily newspapers in German-speaking Switzerland and in 1976 had a circulation of 34,000. Its local competitor had entered the market a little earlier, operating from 1877 under the name *National-Zeitung* and with a peak circulation of some 100,000 copies. For a long time it was the party newspaper of what is now the Free Democratic Party (FDP) and didn't start to lean to the liberal left until the beginning of the 1960s. It was the only newspaper in Switzerland that criticized the actions of the Zurich police during the so-called Globus riots and later became the mouthpiece of the opponents of the planned nuclear power plant at Kaiseraugst, just to the east of Basel.

Crisis years

Ironically, however, it was not nuclear energy that sparked the downfall of the *National-Zeitung* and accelerated the demise of *Basler Nachrichten*, which had already been in the cards for some time, but rather the oil crisis, which alongside a prohibition on driving also resulted in a marked decline in advertising volumes. The NZ publisher restructured by means of layoffs, page and budget cuts, price increases and synergies in the area of

"Takeover results in layoffs in Basel." The announcement came at the end of October 2018, and it was a big one. It related to the *Basler Zeitung*, which in April had been taken over by a large Zurich-based publishing house. "Integration into the Tamedia network," continued the new owner, "will result in the loss of up to 16 fulltime jobs." In this case, as it usually does, "restructuring" also means optimization, streamlining, rationalization, economizing or diminution – take your pick. The latest development surrounding the *BaZ* also rekindles memories of the first major newspaper merger in Switzerland.

Two major newspapers

Until 1976 residents in Basel were – like newspaper subscribers in other Swiss cities – able to take their pick between at least two quality publications. While people in Zurich received either the *Tages-Anzeiger* or the *Neue Zürcher Zeitung* through their letterboxes and in Berne people read either the *Berner Zeitung* or the *Bund*, in Basel the choice was between the *Basler Nachrichten* and the *National-Zeitung*. And like those living on the River Limmat, where intellectuals favored the *NZZ* and left-leaning blue-collar workers opted for the *Tagi*, their compatriots on the Rhine also fell into two clear camps, the elite reading the





Roger Thiriet is a journalist and author who lives in Basel. In his column he reflects the way the topic of the magazine relates specifically to his home city.

logistics and home delivery, and from that time onwards, the *National-Zeitung* started working with the *Basler Nachrichten* to produce its financial pages. While the latter had a closer relationship with the banks than their more rebellious rival, they were also battling with financial problems. Eventually the business world had to keep the paper above water by injecting seven-digit sums each year.

Merger and stabilization

Against this background, behind-the-scenes negotiations began and on November 16, 1976, the publisher dropped the bomb: restructuring was announced in the form of the first major newspaper merger in Switzerland. Effective January 31, 1977, the *Basler Nachrichten* and the *National-Zeitung* joined forces to become the *Basler Zeitung*. While the *BaZ* was initially an economic success, it remained unpopular in its home city. The middle class didn't like it, and neither did the left, and the rapid structural change underway in the newspaper business and in the readers' consumer behavior inflicted such major losses on the once proud publishing house that in 2010 the family that owned it had no other option but to sell it to a group of investors headed up by Zurich-based entrepreneur Christoph Blocher.

Sale to Zurich

But the former federal councilor and the rightwing populist spin his editorial team gave to the previously independently minded newspaper wasn't successful either in these turbulent times for the media business. Eight years on, having failed to achieve his objectives with his merged product, he bailed out this spring and the *Basler Zeitung* was integrated into the Tamedia Group as part of a major exchange transaction. "The planned reorganization," the aforementioned announcement from the publisher continued, "should take until summer 2019 to complete." Cross-regional content will be produced by the Tamedia general editorial office in Zurich, while local reporting will remain based in Basel."

Thus, it will not only be Novartis employees who once again find themselves confronted by another phase of restructuring, but also the Tamedia/*BaZ* journalists in Basel.

Sources:

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- "Herausgefordert – die Geschichte der Basler Zeitung," Walter Rüegg, Christoph Merian Verlag, 2012
- https://de.wikipedia.org/wiki/Basler_Zeitung



CHRISTMAS STORY

Whispering in the cookie tin

The days are getting shorter, the end of the year is approaching and preparations for the festive period are in full swing. Outside, the first snowflakes are falling and in the warm and cozy house the air is full of the unmistakable aroma of cinnamon and cloves. On the top shelf, apparently out of reach, the round golden tin with the red pattern stands where it does every year, the same one in which Grandma used to keep her lovingly made Christmas cookies safe from inquisitive children's eyes until the big day.



Corina Diaz

Group Digital Communications
(guest author)

However, this year, when the last candle on the Advent wreath is blown out and the only light in the darkness of the night comes from the fairy lights in the window, something remarkable happens. If you pressed your ear up close to the cookie tin, you would hear a strange conversation taking place inside it tonight:

Jammy dodger: This year will be the best Christmas ever!

Gingerbread man: Yeah, great, I wish I'd got the recipe ...

Jammy dodger: Just listen to you, what's the matter?

Gingerbread man: Oh, I don't know, I'm feeling a bit cut up ... Almost as if someone had been nibbling me.

Milano cookie: You're head's on straight, both arms and legs are still there, as far as I can see. So it must be something else ...

Gingerbread man: Well, there's certainly nothing wrong with my head, don't be so cheeky! The way you're devouring those sugar strands, I'm more worried about you ...

Aniseed curl: I know what would help you both, if you're feeling a bit stale. Try a detox and a sugar-free diet, that's bound to work. I'm doing a detox right now and I think it's great.

Gingerbread man: What did you say? No sugar?! Don't crack me up! And that's really supposed to help me find some balance in my life?

Aniseed curl: Absolutely! Although, to be honest, I must confess it does all still seem a bit dry to me. It probably takes a while to have its full effect.

Hazelnut bar: Well, I'm a big fan of structure and streamlined processes, and then you'll find balance is a piece of cake. For example, at our cookie factory they've just introduced a new quality control system which has led to a marked improvement in customer satisfaction. The many hours spent on the project were really worthwhile, I think I'm entitled to feel rather proud of that.

Chocolate heart: Well, while you're going into raptures about that, it almost breaks my heart. Didn't all your loved ones miss out, while you were spending so long at the office? I simply couldn't imagine doing that. When you work so hard, lots of other things are bound to get overlooked. I personally swear by a digital detox, and switch off my technical devices as often as I can, so I can devote myself to the really important things in life ...

Hazelnut bar: What a slogan, that sounds great! Less social media, I'll make that my resolution for next year.

Gingerbread man: Well now, there's another tricky topic: New Year's resolutions. Isn't it just the same every year? So much euphoria at the start of the new year, so little actually put



into action during the first six months and then so much frustration later on, especially when Christmas is around the corner again.

Cinnamon star: But that's enough criticism for this year. I'm really browned off with all your complaining!

Jammy dodger: I must say, I agree. There's no mystery about having a great Christmas, and the cherry on the cake is that everyone has their part to play in the recipe for success.

Gingerbread man: Now don't keep us waiting, just tell us your secret recipe, we're all ears!

Jammy dodger: In fact, the ingredients for a successful Christmas are different for everyone. But finding out which elements are particularly important to you is as easy as pie. You just need to pause for a minute and consider what really counts.

Gingerbread man: Nothing to object to there, it sounds reasonable.

Cinnamon star: I've had an idea already!

Jammy dodger: Now don't be in such a hurry, good things need time ...

Cinnamon star: You're right, patience really isn't one of my strong points. But the anticipation is so great that I wanted to have a little taster right now.

Jammy dodger: Well, that doesn't surprise me. As I say, the ingredients are different for all of us, but, since you insist, I'm happy to reveal my own favorite recipe. I take a handful of grat-

itude, a sprinkling of optimism and a few drops of contentment, mix them with a pinch of serenity, add a few slices of attentiveness and a spoonful of understanding, and stir it all together. Then I give it all a thorough kneading and leave it to bake in the warmth.

Gingerbread man: Oh, how touching, when you talk like that I feel like a new man.

Jammy dodger: I'm glad to hear you're feeling better. I can give you one last piece of advice before daybreak. Once you start to think about it, you'll soon realize that the nicest memories are those of chance encounters and unplanned moments. The only secret lies in being able to recognize these when they happen. So it's best just to take things as they come, instead of constantly getting burned up about it, and then you're bound to have a great Christmas.

Suddenly, the chattering cookies are all shaken up as the tin is put on the table so the family can have a first taste of this year's delicacies with their morning coffee. At that moment, the transience of the moment becomes clearer than ever to the perfectly shaped cookies and they recall the wise words of the Jammy dodger who had so accurately described the importance of living in the present.

BIG NAV COMPETITION FROM THE INFO 2/2018

Competition resolution

Who gave the **welcome address** from Novartis at the 20th General Meeting of the NAV?

The correct answer is:

☐ C. Grünig, Head Social Partnership

☒ M. Leuenberger, Country President Novartis Switzerland

☐ T. Bösch, Head HR Switzerland

Congratulations to the lucky winners
who won a shopping voucher of Coop Pronto.

Bruno Ebnetter | 4147 Aesch

Felice Bertolami | 4132 MuttENZ

Yi Jin | 4106 Therwil

NAV Office, WSJ-200.P.84 (Forum 1)

*Strengthen our
and thus your
negotiating position:
Become member of
NAV now!*

Members advertise for members

Our campaign continues. Many participants have already won an attractive prize. By recruiting just one new member you too will take part in the next prize draw.

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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)

From “Be Healthy” to “Energized for Life” – Well-being

Energized for Life (EfL) consists of four strategies anyone can use to manage their energy levels by making the right decisions about their mindset, nutrition, movement and relaxation.

Energized for Life ...

- enables everyone at Novartis to be their best every day and everywhere – in both their professional and personal lives
- offers a holistic approach for the entire company to support our cultural change
- builds on an existing program and takes it to the next level of effectiveness
- comprises four global strategies: Flexibility, Workspace, Well-being and Sustainable High Impact
- can be adapted to local conditions and requirements.

One of the four strategies is Well-being, which takes the place of Be Healthy.

We use this to pursue our activities and programs for your health and well-being and expand them by making available

resources to support you in various aspects of your physical, mental and social health.

We need you!

Our offerings always meet with a great deal of interest and are booked up within a short space of time. To enable as many people as possible to benefit from our activities, we kindly ask you to cancel in good time if you are unable to attend so someone else can take your place.

You can find extensive information on our current offerings at go/Well-beingWerkeBasel/DE or in our Yammer group “Well-being CH.”

Many thanks for your support!

Your Well-being Team CH

HSE & BCM CH

Novartis Business Services

For further information on Well-being, please contact [well-being.ch\(at\)novartis.com](mailto:well-being.ch(at)novartis.com)

