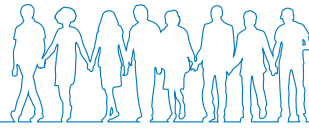


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novartis employees association

Look ahead
boldly

INSIGHTS 2 | 2024



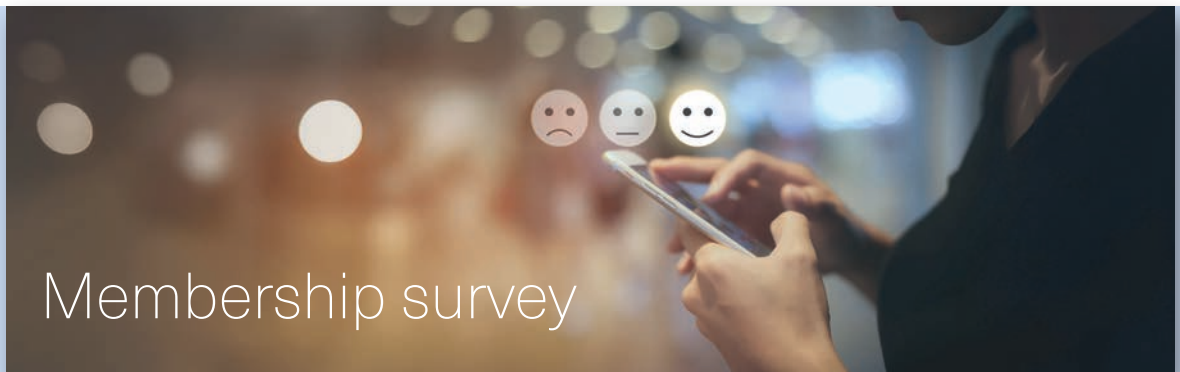
Save The Date: 27th NAV General Meeting 2025

Esteemed member

We kindly ask you to already mark the date of the 27th NAV General Meeting 2025.

Tuesday, April 8, 2025

The invitation will reach you promptly in the new year. We are looking forward to your participation!



Membership survey

Dear members,

With the goal of better understanding your concerns and constantly improving ourselves as an association, we have prepared a survey. Your feedback will help us to optimize our services and offerings. We look forward to your participation and will appreciate your opinion.



Thank you in advance for your support and your valuable time.



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Editorial



Dear member

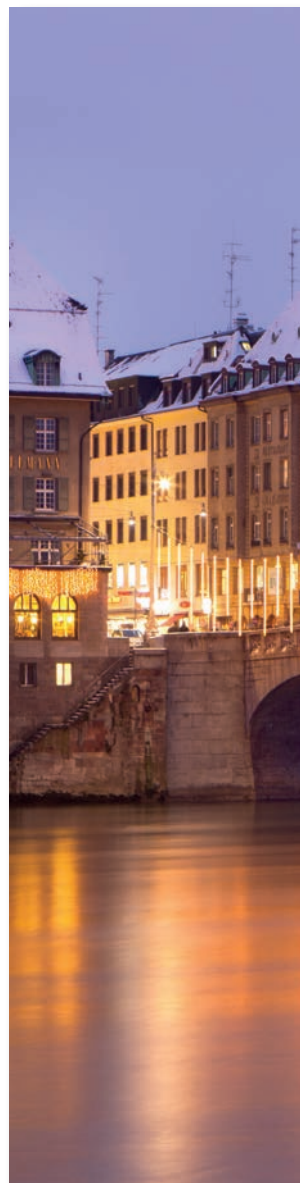
“Look ahead boldly!” DR. JÖRG REINHARDT’s article in this issue of INSIGHTS ends with this phrase. He looks back on 40 years of his professional career at the St. Johann site. It is a farewell that is neither nostalgic nor starry-eyed, but one that looks forward and encourages us to face the challenges and opportunities that lie ahead. Thank you very much,

Mr. Reinhardt, and, in keeping with your sentiment: we wish you all the best, much courage, strength and boldness in whatever the future holds for you.

In an interview with FIONA MARSHALL, Global Head of Research at Novartis, Goran Mjiuk writes: “Fiona Marshall was an inquisitive child who loved exploring and who pestered her parents with questions about life. She was fascinated with looking at the smallest details of things.” Perhaps it was precisely this attention to detail that was decisive in determining her future career? “In order to promote innovation, scientists must be given a certain amount of freedom in order to be able to invent things, be courageous and rethink what medicine is. We shouldn’t try to control everything, but simply give people the space they need to be creative and perform pioneering work in the areas that they consider to be particularly important,” asserts Fiona Marshall.

The NAV is in the midst of the ELECTIONS TO THE BOARD OF TRUSTEES of the Novartis Pension Funds 1 and 2 for the 2025-2028 term of office. We believe that there is no better time than now to find out more about the person who currently holds the position of Chair of the Pension Fund Board of Trustees. Six years ago, DANIEL WEISS took on this role, which he says was a fascinating complement to his work as Treasurer. “Our primary objective is to offer our members the best, no matter what the issue! This is part of our DNA. Davide Lauditi writes: Your rights, your voice and your benefits are all important to us. But how does this relate to Panettone?”

Various presentations were again held this year. The further education team headed by Clarissa Vajna and Birgit Schmid organized a presentation on this subject: Changes – a neurobiological perspective by DR. OLGA KLIMECKI. She is a psychologist and neuroscientist who is interested in understanding the neural mechanisms that shape our social emotions in an adaptive way. We are all constantly confronted with change, whether we initiate it or whether it is imposed on us externally, whether we experience it in a positive or negative way. Everyone processes change differently.



The approximately 330 employees of the FRIEDRICH MIESCHER INSTITUTE (FMI) relocated from the Rosental site to Fabrikstrasse 24 on the Novartis Campus in the spring of this year. On August 23, 2024, the FMI research building was opened in an official ceremony. The Friedrich Miescher Institute is now conducting research at the perfect location: on the Novartis Campus of Knowledge!

Just in time for Advent, the “Winter Wonder Dreiland” invites you to explore some magnificent Christmas markets in the run-up to Yuletide. A visit will be well worth your while!

We wish you a happy and healthy new year in the company of your loved ones.

Thank you for your continued support of the Novartis Employees Association.

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



Look ahead boldly

Looking back on 40 years of working at Sandoz and Novartis.



Dr. Jörg Reinhardt

Chairman of the Board of Directors

When I walk across the Campus today, perhaps to an event in the Pavilion, I can hardly remember what it used to look like here about 40 years ago, when I arrived in St. Johann for the first time, to start my career with Sandoz.

The world was a different place then. Sandoz, a traditional mixed business that was strong in dye and chemical production with some pharmaceuticals on the side, was a European industrial giant emitting smoke and noise and everything else that went with it.

Nowadays the Campus has changed so much from how it was then. With the best will in the world, I could never have imagined there would be a pond with koi carp or a park at the entrance to the St. Johann site, where goods vehicles used to rattle along and ships' horns blared.

You'd have looked in vain for any trees or green spaces to relax in then. It was 1982. The world was in the depths of the Cold War and still suffering the consequences of the oil crisis. You could sense that the world of work was constrained, strictly regulated and ruled with almost military discipline, apparently leaving little scope for progress.

Yet these times were about to change. With the rapidly growing liberalization of the markets, and especially the opening up of China, there was a new dynamic in the business world, even in the early 1980s. Sandoz felt it, too, as its traditional dyes and chemicals business came under pressure.

Changing times

For a pharmacist like me, fresh out of university, these changing times turned out to be a stroke of luck. That's because developing new medications, already an important part of the business, was coming increasingly to the fore, allowing both me and the company to grow and seize new opportunities.

In retrospect, the 1980s may look a bit gray and overly serious, but even then there was a lot of research going on with many breakthrough innovations – even if the word wasn't used as frequently as it is today.

In the USA, doctors commenced working on developing gene and cell therapies for the first time, then still called gene surgery. And researchers all over the world were competing to find new ways of tackling cancer, which at that time was still difficult to treat.

In 1982, the year I joined Sandoz, the company – which had already developed a number of significant medications – wrote medical history when it launched Sandimmun. This treatment made it possible for the first time to carry out transplants without fearing that the organ would be rejected.



This was an important breakthrough that helped the company to grow, and not just in an economic sense. Having the courage to think big and venture ever deeper into medical research were also consequences of this milestone.

The development of new treatments was accelerated, while the traditional chemicals business came under ever-increasing competitive pressure due to the gathering pace of globalization, becoming weaker and less profitable. In 1996, the combination of these two trends led to the merger of Ciba-Geigy and Sandoz, a move which shook Basel to the core and also caused a furore around the world, given that this was the biggest industrial merger of its time.

Fresh start

For me, the merger meant a kind of fresh start. I took over responsibility for preclinical development and worked on new molecules in the merged company, including, later, Glivec, which was launched around the turn of the millennium as the first personalized cancer treatment.

It was a medical highlight that made Novartis a beacon of hope for patients, scientists and doctors: Glivec enabled us to reduce some of the horror of cancer and turn myeloid leukemia from a certain death sentence into a chronic illness.

Even more was invested in cancer research around the world and even bolder projects were tackled. For example, here at Novartis we began working on gene therapies at an early stage, and even ventured into xenotransplantation.

In general, and not least, the founding of Novartis enabled us to intensify our research and development work, and systematically press ahead with what is now called innovation. Research had always been characterized by meticulous attention to detail and a good dose of inspiration. However, when Novartis was founded – making 2 billion Swiss francs a year available for Research and Development at a stroke – we wanted to proceed in a more structured way.

Setting up research institutes such as the GNF, NITD and NIBR, which are now part of Novartis Biomedical Research, enabled us to pursue different branches of research separately.

This approach has more than paid off. Over the years we have not only steadily increased our R&D investment, which has now reached an annual sum of nearly 10 billion dollars: our strong support for innovation has also allowed us to bring

some of the top researchers to Basel and Cambridge and position Novartis as a truly global player – not just one of the most economically successful pharma companies in the world, but also one of the most innovative.

The future

Novartis has successfully established over 40 new treatments on the market since its foundation and now occupies a leading place in the industry. We want to retain that position in the future, by integrating R&D and the commercialization of new medications even more closely and systematically pressing ahead with developing new platforms.

However, we will continue to encounter stumbling blocks in the future. Back when we first started to venture into new terrain in the late 1990s, we had to learn the hard way. Many projects that we started, full of hope and enthusiasm, led nowhere – at least from the point of view of resulting in a product.

We also had to abandon our broad-based life sciences strategy involving animal health, vaccines, generic medications and eye care. Technological progress was too fast to be able to build up and maintain a leading position in all fields.

We needed to concentrate on those areas where we could become market leaders. But even this approach is no guarantee that everything will run smoothly. Although our gene therapy, radioligand and RNA platforms are now far more robust and have reached market readiness, setbacks can never be ruled out.

There's nothing surprising in that. The pharma industry, with its strong focus on research and development, will not advance without encountering obstacles in the future either. As in the past, it will have to advance cautiously, but also be willing to take risks.



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What seems impressive today can be outdated by tomorrow. That's why it's important to strike a balance between taking risks and accepting that mistakes have been made, and to take a long-term view. Only then will we continue to make the right decisions in the future, and overcome difficult times.

The last few decades have been characterized by constant ups and downs in the pharma industry. Nevertheless, it was always clear that Novartis constantly pursued the goal of being right out in front with the very

best. It is this mindset, already apparent at Sandoz and Ciba-Geigy, that can still be seen running through Novartis like a common thread. Today I am proud that we continue to be one of the best, just as Alex Krauer, the first Chairman of the Board, said we would be when Novartis was founded.



Working together

However, we need to keep our eye on more than just technological changes in the future. We mustn't lose sight of how society is changing. On the one hand, international tensions are rising and, on the other, ever wider cracks are opening up in society itself – not least due to an ever stronger sense of individualism that nowadays can find new online channels on which to express and assert itself in increasingly extreme ways.

This trend is not welcome in business, because individualism, if too pronounced, works against the momentum that results from people working together. Such momentum is essential in a highly complex industry like pharma, if we are to make real progress.

No single researcher nowadays is capable of developing a new treatment alone. Today, it requires experts from all kinds of different fields of research to interact in order to build up a basic understanding of a disease and find ways of treating it.

Lone wolves, even if they are luminaries in their field, are not of much use to a business in the long term. The most important thing in future is for all team and project leaders to be vigilant and, not least, work hard to cultivate team spirit and a sense of community.

That has perhaps been one of the biggest changes of the last few decades. In the past, colleagues used to have a kind of mutual understanding of their shared vision and a highly collegial culture prevailed. When I meet former colleagues, we enjoy talking about the work, but also about the strong bonds of friendship that existed then. And even though the St. Johann site looked like a sad place from the outside in those days, inside it already had that special glow that it retains today.

I don't cling nostalgically to days gone by, nor do I want to look back with rose-tinted glasses – certainly not everything was better in the past. Just walking across the Campus is enough to convince me of that. Nevertheless, I will miss the old times when, in March 2025 and after over 40 years at Sandoz and Novartis, I step down. But I will still be looking ahead, to the challenges and the possibilities of our time. If I were to pass on something I have learned from my career in pharma, it would be this mindset: look ahead boldly.

Creating platforms for productivity

Interview with Fiona Marshall, President Novartis Biomedical Research. The interview was conducted by Goran Mijuk.



Fiona Marshall
President, Biomedical Research

The shores of Dorset with their magnificent sea-washed white cliffs were the playground of Fiona Marshall, imbuing her with a deep fascination for discovery and science from an early age. This feeling only intensified as her career progressed, during which she developed a practical approach to science and never saw a conflict between academia and industry.

“I loved exploring along the beach, trying to understand nature, geology, and evolution. All this led me, as quite a young child, into different scientific areas, particularly biology. It was there in front of me as a child,” Marshall said when we met for an extended interview in the late spring of 2024 on the Novartis Campus.

She was an inquisitive child, Marshall remembers, permanently poking her parents with questions as to why things are the way they are. This curiosity remained a mainstay of her character and inspired her to study biochemistry at the University of Bath and continue to delve deep into neuroscience at the University of Cambridge, where she did her Ph.D.

But while her wonder for discovery seemed bottomless, she also cultivated a practical mind – maybe sharpened during her long walks along the beach where she would touch and feel the washed-out shells of the limestone cliffs and wonder how these shapes had evolved over the millennia.

“I loved to observe the smallest detail, as sometimes the small things are the most interesting. And I think that’s what I found interesting in science, to look at what is going on at the microscopic level. And seeing it at that very high resolution is something that I found fascinating throughout my life,” she said.

Maybe for this reason, she cultivated a mindset that kept a balance between the abstractions of basic science and the practicality of applying these insights to a product. Already during her studies, she chose a “sandwich course,” which allowed her to spend part of her time working at a pharmaceutical company.

During her first stint as an undergraduate, she worked at an animal health company, focusing on anti-parasitic agents. The second placement gave her a sneak view into a biotech company. This convinced her that industry was the path to follow, prompting her to pursue her Ph.D. degree as part of an industry-sponsored program that gave her the opportunity to work in both worlds.



“It’s what we call a CASE Award. It’s an industry academic award. I had two supervisors. One was at Cambridge University while the other one was in the company. And so, I split my time between the company laboratories and the academic laboratories,” Marshall explained, adding that after completing her studies she immediately joined the pharmaceutical industry.

Her fascination with working on the development of novel treatments, however, did not mean that she would forgo basic science. “I’ve always tried to do fundamental research, even within industry, and make discoveries, try and invent things, and publish the work. So, I’ve also had an academic career, but within industry.”

She recommends this balancing act to her colleagues too. “I very much encourage all my teams to publish science, to do great science. Because I really believe that the quality of the research we do in industry is as high as in any academic institute, and maybe even higher for the ability of multidisciplinary teams to collaborate on complex problems,” she said.

Almost from the start of her professional career, her inquisitive spirit prompted her to zero in on G protein-coupled receptors, or GPCRs, to which hormones and neurotransmitters such as adrenaline and dopamine bind. Besides working on answering some fundamental questions, she also set up a biotech company, Heptares Therapeutics, which focused on these proteins.

“I developed my expertise in this field and published a lot of papers. That’s how I got an academic reputation, if you like, through publications on this one family. At the same time, we also started to work on using these insights to develop new treatments at Heptares, coming from our deep understanding of the proteins themselves.”

Later, she would hone her research skills and work towards setting up a successful research engine by merging disease area and platform expertise. “The best and most successful research operations in pharma are companies where you get this balance and blending of the deep disease area expertise with the platform technology excellence coming together,” she said.

This, she said, is what she is driving at Novartis Biomedical Research, which with its five key technology platforms and focus on four therapeutic areas is destined to remain a leader in the research space.

TO THE INTERVIEW

Dr. Marshall, when you arrived at Novartis in 2022, the company was in a big transformation. One of the tasks you faced was bringing the research, development, and commercial operations closer together. How has this transition evolved?

FIONA MARSHALL: It has worked very well because there are strong reasons as to why you want the key functions to be involved at an early stage when it comes to developing innovative treatments. As a researcher, you need input from market and clinical experts right from the beginning to understand the commercial dimension. Anyone who's developing any sort of product would do that. These insights help researchers design the molecule in the first place. Unless you have that input from commercial and development, you can't design the best medicines. In the past, research groups that have worked in isolation have come up with lots of ideas, but they often failed to translate these insights into marketable therapies. The new model is helping to change this.

How did people react to this change?

My research teams have readily embraced the new model and are very excited that they can work closely together with their development and commercial colleagues as a team. In these groups, which include researchers, translational medicine experts, clinicians, and commercial experts, among many others, participants think about new concepts and how these fit into the overall Novartis



strategy. Also, in this model, our researchers are now encouraged to think about the patients and their unmet needs early on and deeply understand the disease area and find the right technology platform to work on new medicines.

Does this collaborative model risk undermining freedom of research?

This is not what the model is about. The collaboration is about setting a clear framework and giving researchers a much more holistic view of the area in which they work. Our commercial and clinical colleagues give us a picture of what the market opportunities are. And that's very helpful to us. Although we may not always agree with their perspectives, as we might have our own ideas about unmet needs, we can have a discussion. Our recent breakthrough in the renal disease area is an example of how we can drive a strong scientific idea to the point of building a new therapeutic area in which we were not active before.

What about external collaborations?

I have increased our budget for collaborations, particularly focusing on academic partnerships through a centralized fund. This allows different disease areas within our organization to access matched funding, facilitating collaborations with academic researchers on topics of mutual interest. This approach, which proved invaluable in my own career, aims to further stimulate such collaborative ventures. Furthermore, we are committed to driving internal projects such as Genesis Labs and are encouraging the inclusion of students, interns, and post-doctoral fellows, providing them with practical experience in our operations. Another significant development this year is the relocation of the Friedrich Miescher Institute (FMI) to our Campus in Basel, which further enhances our collaborative efforts.

Can you share some details on the FMI?

The FMI is now aligning more closely with our interests, shifting their focus from model organisms to more directly relevant areas such as human biology, human cell systems, and organoids. This shift has significantly strengthened our areas for collaboration, particularly in the innovative use of organoids – miniature, simplified versions of organs.

Having founded a biotech company and having worked in pharma, how do you tackle the challenge of infusing agility into a large organization such as Novartis?

There's a perception that big pharma operates much like an oil tanker – moving slowly and taking a long time to change direction. Conversely, a biotech functions more like a speedboat – nimble, quick, and able to change course effortlessly. However, neither extreme is ideal. While a speedboat can maneuver quickly, it lacks the endurance for long journeys and may soon run out of fuel. On the other hand, the oil tanker, despite its slow pace, has the durability and capacity necessary for long voyages. In the pharmaceutical industry, we aim to find a balance between these two extremes. We leverage our deep expertise and robust infrastructure to endure the lengthy process from discovery to medicine, which can span a decade. This journey requires significant dedication and resilience. Often, biotech companies initiate drug developments but seek the partnership of larger pharma companies to complete the journey to the market.

And how do you drive innovation?

To encourage innovation, you must give scientists some degree of freedom to go and invent things, and to be bold, and reimagine medicine. You shouldn't

control everything. Just give people that space to be creative and be a pioneer in the areas you choose to excel. Novartis has been very good at this in areas such as gene therapy and siRNA-based treatments, to name two examples. However, to excel in our domains, we need to collaborate with our colleagues from development and commercial and at the same time go deeper and stay focused on our chosen areas.

Can you expand on this?

One crucial aspect of research is the need to deepen our engagement in specific areas rather than hopping from one project to another. There is a common tendency among scientists to chase the next new idea, always attracted to novel concepts. To counter this, I have emphasized developing what I term “platforms for productivity.” This approach involves staying committed to a particular platform, and leveraging and expanding our expertise repeatedly. By doing so, we not only enhance our proficiency but also amplify our success. This disciplined focus allows us to learn from initial efforts and continuously improve, ultimately leading to a robust portfolio from which multiple medicines can be developed, not just a single solution.

Does this also include working with external partners?

Maintaining a robust internal research group is vital because these scientists continually engage with the global scientific community by reading the literature, attending conferences, and networking with peers. This ongoing interaction is crucial as, despite our expertise, our organization represents just a small fraction of the world’s scientific talent. We must always be on the lookout for external innovations that complement our work. Merging these can create substantial value. Occasionally, we will license projects that align with our internal research because our deep expertise helps us recognize external opportunities that might outperform our developments or offer strategic advantages.

Would you say that external innovation is not so much to be feared as a competition but to be understood as enhancing the unique ability of Novartis to carve out a leading space in its chosen fields?

Yes, I believe it’s important not to view everything as competition; rather, it’s all complementary. The interplay between our business development function and research is where true value and synergy emerge. Occasionally, we integrate external innovations and may even halt our internal programs if the incoming solution proves superior. When this happens, the team originally working on the internal project can shift their focus and expertise to the newly licensed initiative, enhancing our overall effectiveness and efficiency.

Can you also expand a bit on the efforts in the artificial intelligence space?

One exciting development in pharma, particularly at Novartis, is our use of AI to accelerate processes. With AI, we can rapidly analyze data and simulate experiments that previously would have taken much longer. Effective AI training requires extensive data, and our advantage lies in our vast repository of historical data, which we have compiled in our data42 platform.

Has data42 made progress?

We are now actively utilizing data42, which was one of the key reasons I was excited to join Novartis. I had heard about this initiative even before my arrival, and upon joining, I immediately sought to learn more about it. Despite the considerable effort previously invested in gathering this data, it was underused at



the time when I arrived. It was agreed that the oversight of this platform should be moved to Biomedical Research and we are now increasing our investment in data42.

In which areas have you seen the first results?

We're now not only incorporating clinical data but also adding preclinical safety data into the database. We've significantly broadened access to data42, enhancing its utility across various teams. Both our research teams and real-world evidence groups are now regular users, providing positive feedback. This expanded access has already yielded exciting use cases. For instance, we're now able to correlate preclinical toxicity signals with clinical outcomes, enhancing our understanding of potential safety issues. This insight allows us to retrospectively analyze if any preclinical signs could have predicted clinical safety issues, thus improving our predictive capabilities, and preventing similar issues with future molecules.

Looking ahead, where do you see the biggest potential for Novartis to make an impact?

The new technologies available today enable us to fundamentally alter human biology. Previously, treatments largely consisted of low-molecular-weight compounds that primarily addressed the symptoms rather than the underlying causes of diseases. Now, we have the tools to gain a deeper understanding of these underlying causes or mechanisms. For instance, human genetics can provide extensive insights into biological processes. This enhanced study of human physiology allows us to delve into the pathways that drive diseases, rather than merely managing symptoms. This advanced approach enables us to treat diseases in radically new ways, aiming not just for management but for long-term remission or even cure, which remains challenging with traditional small-molecule treatments. Modern methods such as gene therapy, antibody cell therapy, and siRNA allow us to enter cells and inhibit the production of proteins that may be driving diseases. This shift places us in a unique position to modify human biology and treat diseases in ways that are potentially more effective and beneficial for patients over the long term.

From IT supporter to Global Head Treasury and Chair of the Pension Fund Board of Trustees



Daniel Weiss
Global Head Treasury

Thirty years ago, I would never have imagined spending my entire professional life in the same company. My career started in 1994 at Ciba-Geigy AG as a working student in the IT support team of the finance department. This gave me an early glimpse into a large enterprise during my economics studies at the University of Basel. After graduating in 1999 with a focus on financial markets theory, I started my first full-time role in the Novartis Treasury department as a portfolio manager for the equity investments of the Novartis Pension Fund. A quarter of a century later I still work in the Treasury department, meanwhile as head of this function with around 55 highly specialized employees spread around the globe. Over the years, I have gained valuable insights into various aspects of Treasury, including around four years in New York, the world's financial capital. My time there was incredibly exciting and had a significant impact on my personal development.

In my current role as Global Head Treasury, I am responsible for all the key tasks of the Treasury function such as the external financing, currency hedging,

and liquidity and asset management. The latter manages the assets of the Novartis Swiss Pension Fund. Asset management is particularly dear to me, as it profoundly influenced the early years of my professional career. I spent the first three years in Basel working in asset management for the Swiss Pension Fund, followed by four years with the American Pension Fund in the USA. In my role as investment manager for this fund, I was able to set a new direction by in-



producing innovative investment strategies and various alternative assets that continue to positively impact this institution still today.

My fascination with Treasury remains undiminished, and there hasn't been a day when I wasn't eager to engage in my work. I enjoy my interactions with external bank contacts and working with my colleagues in the fantastic Treasury team which is marked by a strong collective ethos and wide-ranging expertise.

I have also been a member of the Regulatory Board of the SIX Swiss Exchange for eight years and, in this role, have been actively involved in shaping the stock exchange and its regulation in Switzerland. As one of the largest companies with its primary listing on the Swiss stock exchange, Novartis has an inherent interest in a well-functioning market.

My role as Chair of the Board of Trustees of the Novartis Pension Fund

I have been Chair of the Board of Trustees of the Novartis Pension Fund for around six years. The Board of Trustees is the governing body of the Pension Fund and is composed of an equal number of employer and employee representatives. Its various tasks concern the management and monitoring of the Pension Fund. The Board defines the strategic objectives and creates the foundations for its overall functioning. My role as Chair of the Board of Trustees is a fascinating complement to my work as Treasurer, enabling me to effectively leverage my experience in the field of investments. My strong understanding of capital markets, gained through various professional qualifications (CFA, Chartered Financial Analyst; CAIA, Chartered Alternative Investment Analyst) allows me to provide valuable support to the Board of Trustees in this area.



Working for the Pension Fund is extremely fulfilling to me. This is primarily attributed to the collaborative and outcome-focused approach of the Board of Trustees, along with the highly professional management of the Pension Fund. Over the past few years, the Board of Trustees has collaborated closely and constructively, addressing challenging issues with the best interests of its active pension fund members and retirees at heart. Its goal has always been to achieve fair, effective and sustainable solutions. One of the key responsibilities of the Board of Trustees is defining the strategic asset allocation. This sets the framework for the asset management carried out by the Treasury team. In this context, the topic of sustainability gained significant importance in recent years.

ESG and climate strategy as a focus for the Novartis Pension Fund's investment decisions

The abbreviation ESG refers to the inclusion of sustainability criteria when selecting financial investments. These include impacts on the environment (Environment), relations with the company's social partners (Social) and the ethical aspects of corporate management (Governance). ESG approaches have become a key focus for many investors in recent years. The Novartis Pension Fund has also been committed to these principles for some time. Since 2017, various



specific investment guidelines have been adopted that place a stronger emphasis on ESG criteria. The Board of Trustees regularly reviews these principles to ensure that they adequately respond to new challenges and ESG requirements. As Chair of the Board of Trustees, I naturally hold these principles close to



my heart. The Novartis Pension Fund was one of the first pension funds in Switzerland to incorporate ESG criteria into its investment strategy. The Board of Trustees considers it a fiduciary duty to invest sustainably and responsibly to secure the pensions of its members for the future. Sustainability considerations, particularly the impacts of climate change, have been integrated into the investment approach of the Novartis Pension Fund. The key elements of the Novartis Pension Fund's ESG strategy are as follows:

1. ESG considerations are an integral part of the selection process of financial investments and external asset managers.
2. Greenhouse gas emissions attributable to shares, corporate bonds and Swiss real estate are to be reduced by 50% by 2030 (compared to 2019).
3. Climate solutions are to be actively promoted through targeted allocations within equities, bonds (green bonds) and infrastructure (renewable energies).
4. Where possible, a climate dialogue shall be conducted with companies and external asset managers.
5. The pension fund is a member of various initiatives (UN Principles for Responsible Investment, Net Zero Asset Owner Alliance, Climate Action 100+).

Reporting as a central element of an integrated ESG strategy

Since 2023, the Novartis Pension Fund has published an annual report on its various ESG targets and its progress in achieving them. This report is available online on the website of the Pension Fund (www.pensionskassen-novartis.ch/en/) and certainly positions us as a pioneer in the area of reporting and accountability. The annual sustainability report is produced exclusively using internal resources from the Treasury function and is submitted to the Board of Trustees for approval prior to its publication in the middle of each year.

The Novartis Pension Fund is well-prepared for the future, and I look forward to continuing our goal-oriented collaboration with the entire Board of Trustees.



The “restructured” Panettone

The baker advises: “The best way to enjoy it is with a glass of Brachetto! But of course, my ‘ristrutturato’ Panettone also tastes good with coffee, tea or Prosecco.” I, Davide, prefer a glass of Prosecco with it!



Davide Lauditi
Chairman PV-A

You may be wondering why the Novartis Employees Association NAV is writing an article about Panettone. A quick, sincere and immediate answer would be: “We want to give our members the best, by always giving them the best that we can within the scope of our possibilities!” This is our DNA. Your rights, your voice and your benefits are very important to us. But what does that have to do with Panettone?

As I sat at my desk in my office in mid-March in my role as an internal employee representative and read countless documents about further restructuring, I felt a knot in my throat and thought about all those who would be impacted by it. I needed a break and something to warm my heart. A friend had just given me a small Colomba – the basic recipe is the same as for a Panettone – to try. She said you don’t have to go to Italy to eat good Panettone. Last year, the NAV had Panettoni imported from Italy for its members.

This Panettone, however, came from St. Gallen, from master baker Pietro Cappelli. Not only had the friend driven to eastern Switzerland to buy it, but she had also been willing to wait in a long queue to actually get it.

Well, I said to myself, it’s time to taste it and since I’m not allowed to drink Prosecco in the office, I decided to make myself a cappuccino. Yes, in the afternoon, as my German friends had taught me. Because you can still drink a cappuccino in the afternoon, and I must admit that it still tastes good even then.

But back to the Panettone, more precisely to the Colomba, which was still on the table, this time accompanied by the cappuccino. I won’t tell you how I felt when I tasted it, but what I can tell you is that I immediately tracked down Pietro Cappelli’s phone number.

I dialed his number and surprisingly he personally answered the call. I told him I wanted to meet him and invited him to the Campus in Basel. Pietro was very surprised and hesitated to accept the invitation. He told me he had a lot of work and that his small business would never be able to produce huge quantities of Panettone. He was certainly thinking about the ten thousand Novartis employees and possible orders.

I smiled to myself and replied that I will never order ten thousand Panettoni, but surely some people would appreciate not having to travel to St. Gallen and wait in line to try his award-winning Panettone.

And yes, that's what we're talking about: Gold for the best Panettone in Switzerland. Because Pietro Cappelli, the famous St. Gallen baker who has been known for his success for many years, has customers who even travel from Austria, he confirmed this to me personally.

In the morning, when it smells of fresh bread at Linsebühlstrasse 80 in St. Gallen, people are said to be lining up in front of the small bakery where Pietro and his wife bake their Panettoni with passion all year round.

The friendly master baker, who by the way speaks perfect St. Gallen dialect, has been running his business there for almost 40 years. I actually managed to lure him away from the good smell of St. Gallen to Basel, where in the not-so-distant past it was not the smell of fresh Panettone, but unpleasant chemical smells that wafted through Klybeck in particular. Well, a few weeks after our first contact, Pietro confirmed to me by phone that he would be coming to Basel. This news filled me with great joy because it would bring me a little closer to my goal, which I won't tell you yet.

He enters the Campus and as soon as I see him, he reminds me of Santa Claus, not because he has a white beard, but because he brings a huge amount of Panettone,

Michel Canonica – St. Galler Tagblatt



a good dozen varieties. However, I must admit to Pietro that I prefer the timeless, classic version. The recipe is: flour, butter, egg yolks, water. Everything kneaded with mother yeast. Pietro talks openly about his product. However, no one knows how to make it as well as he does. "At the end, candied fruits and sultanas are added. This is the classic Panettone," he explains and then looks at me questioningly: "You have to tell me what I'm doing here on Campus," and adds that the father of his future son-in-law is a medical doctor in Basel and told him he absolutely had to go to Campus if he received an invitation from Novartis.

So, my powers of persuasion weren't that great after all, I must admit contritely, but I think to myself with a smile on my face: Thank you, Basel doctor! Meanwhile, Pietro talks about fruity, light flavors such as mandarin or lemon, picking up each Panettone, proud of his product, as he should be.

Winter and Christmas flavors such as chestnut, cinnamon or apple-cinnamon, but also chocolate and caramel are also represented in its range all year round. And then he repeats: "You have to finally tell me why I came to Campus."

"We have excellent researchers," I answer, "academic and non-academic, who work every day to achieve something special, to do good things for people who are not feeling well without our excellent medication. They want things to get better for them. You too are doing something good for your fellow human beings. After I ate your Colomba, I felt a little better. It didn't solve my worries, but it did me good in that very moment. I was given the right energy and attitude to continue my work and help others."

And further: "Pietro, I want my dear friends in Basel, who work with so much commitment and love, despite many difficulties – the endless restructuring came to my mind – to have the opportunity to enjoy a Panettone without driving an hour and a half and having to wait in line at your store. They've all waited many times in their working lives and basically stood in line in the rain!"

And suddenly, perhaps because we are on the Campus that was designed and built to make people innovative and creative, Pietro says: "We are going to create a Basel Panettone and I'm trying to win a medal with it." But what makes a Basel Panettone, we ask ourselves? "Well, in Basel we have the famous Lächerli, how about we make a Panettone with a slight Lächerli note and call it 'Panettone Basilea'?" I interject. In any case, Pietro wants to experiment in his bakery to find the right recipe, he promises me.

Well, dear reader, I don't know if you will one day try the Panettone Basilea with the Lächerli note. For now, you can order a classic Panettone via NAV. It will certainly make you feel good about the little things in life, even if just for a moment. Thank you, Pietro Cappelli!





nav novartis angestellten verband
novartis employees association



This is what the employees association offers you:

Your voice ✓

Making one's own voice heard more through the strength of the association

Your rights ✓

Labor law and social security insurance coverage

Your advantages ✓

Benefit from a wide range of discounts

Join us – **become a NAV member!**

Salutation	First name	Name
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Home address	Zip/City	
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Telephone	Email	
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Personnel number	Contract (IEA/CBA/Management)	
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Type of membership (membership fee per year)		
<input type="radio"/> CHF 99.– Active members including labor law and social security legal protection* <input type="radio"/> CHF 99.– Retirees Plus including labor law and social security legal protection* <input type="radio"/> CHF 59.– Retirees including labor law and social security legal protection <input type="radio"/> CHF 39.– Retirees without labor law and social security legal protection <input type="radio"/> CHF 99.– External and temporary without labor law and social security legal protection*		
* Including all benefits and services		
I was recruited by:	<input type="text"/>	
Date and signature:	<input type="text"/>	
Fill in the registration form, sign it and send it to: NAV Office, WSJ-200.P.84 (Forum 1) or scan and send to nav.nav(at)novartis.com or apply online at www.nav.ch .		

Changes – a neurobiological perspective

Change is an ever-present part of our private and professional life. We might experience it, for example, in the form of weddings, relocations, illnesses, resignations or job changes.



Dr. Olga Klimecki

Sometimes such changes will result in great happiness, but at other times such changes can be extremely stressful. This article seeks to address the questions of why change is associated with stress, why people react differently to change and then proposes mindfulness-based strategies as a way to reduce stress.

Neuroscientific research has shown that the brain uses predictions to process external information more quickly. I will illustrate this with a specific example from my own life: many years ago, I was traveling in the middle of a large city in Asia for the first time. I saw lots of people, streets and houses, cars, mopeds, buses and trucks. Suddenly, something large and gray that I could not make sense of initially appeared at an intersection. I became aware that my brain was working extremely hard to try and categorize this apparition, until I eventually realized that the large gray object in the busy traffic was indeed an elephant. What had actually happened? As expected, my brain had made certain predictions about my sensory impressions in a road traffic setting. Accordingly, I expected to see people, houses and various vehicles – but not elephants in the middle of the city. It therefore took quite a while for my brain's predictions and the sensory impressions it had received to become reconciled. Usually, the predictive brain offers a range

of advantages: it facilitates and accelerates the perception of the world. It makes a preselection of the possibilities and these are usually highly likely to be successful. It is the predictive brain that enables us to respond quickly to sensory impressions and, frequently, also to act intuitively, for instance when driving a car or typing on a keyboard.

However, when changes occur, the brain's predictions will no longer reflect the actual experience. The brain will need to relearn how to categorize processes and sensory impressions; it will need to revise its predictions and create new ones. Changes, whether in one's private life or at work, can therefore be challenging and can be accompanied by a loss of motivation, feelings of insecurity, anxiety and, above all, stress. Stress, in turn, results in certain brain regions not functioning as well as they should. Decades of research with animals and humans have shown that the function of the prefrontal cortex, in particular, is impaired under stress. The prefrontal cortex, which is located roughly behind the forehead, is central to controlling emotions, thoughts and actions. Even mild chronic stress will start to impact the controlling functions of the prefrontal cortex. And mild chronic stress is omnipresent in everyday working life with its daily deadlines, floods of emails and frequent changes.

To test the interrelationship between brain function and social behavior, we conducted a series of studies in my laboratory. In an initial study, we had participants interact with both

fair and unfair players in a game involving money distribution. During the game, we measured participants' brain function using functional magnetic resonance imaging. Functional magnetic resonance imaging enables researchers to draw conclusions about which different parts of the brain are being activated. At the beginning of the game, the participants were exposed to both, fair and unfair behavior by other players; later on, participants themselves were able to choose between fair and unfair behaviour towards their fellow players. We observed that reduced regulatory brain functions in the prefrontal cortex during the provocation phase resulted in more punishing behaviour by the study's participants later in the game. This finding shows that the regulatory functions of the prefrontal cortex are indeed important for human behavior. Applied to everyday working life, this means that changes within organizations will not only increase the stress level of employees, but also negatively impact regulatory processes such as the control of emotions and actions.

To investigate the role of stress on social behavior in more detail, we conducted a new study in which we stressed half of the participants in our laboratory. The participants then played the same money distribution game with the fair and unfair players from the study described above. We observed that stress in one situation will lead people to punish their interaction partners more severely in later situations. Applied to everyday working life, this means that the stress from a morning meeting can lead to more aggressive behavior towards colleagues in an afternoon meeting. It also means that we carry any work-related stress home with us, and are then more inclined to vent our frustrations on people close to us such as our partner or our children. Our experiment also shows that people react differently to stressors.

But why do people react differently to changes and stressors? The cause of this can often be traced back to earlier traumatic experiences. Traumatic experiences are events that make people feel helpless, frightened, overwhelmed or deeply insecure. Such traumatic experiences can be triggered by natural disasters, wars, violence, abuse or neglect. Overview studies assume that the majority of people have suffered some traumatic experiences. These traumatic experiences can in turn lead to people responding to change with greater stress levels. For ex-



ample, a sudden deadline at work can result in mild stress in some people, but trigger severe stress reactions, such as insomnia and concentration problems in others. Consequently, people who have experienced difficult and potentially traumatic events frequently have a greater need for security and stability. At a team level, for example, a sense of security can be fostered by respecting the autonomy of individuals, giving them freedom of organization and making binding agreements about cooperation, for example by way of fixed structures and routines.

Another method for reducing stress is through meditation-based mindfulness exercises in which one's present experience is acknowledged in a non-threatening, yet engaged in a deliberate manner. Mindfulness can, for example, help stress to be recognized at an early stage, help proper breaks to be put into place and help people to face challenges from a different perspective. The BeMindful! Novartis Employee Resource Group offers a range of opportunities to develop and deepen your own mindfulness practices.



Novartis Campus: the place to be for healthtech startups

Novartis is betting big on healthtech innovation. Once closed off to the public, the Novartis Campus has now allowed the expansion of its only on-site coworking space, opening up a whole new floor for healthtech ventures to most easily start up and scale.



Rahel Schneider
**Community Manager and Site
Development, Switzerland
Innovation Park Basel Area
Novartis Campus**

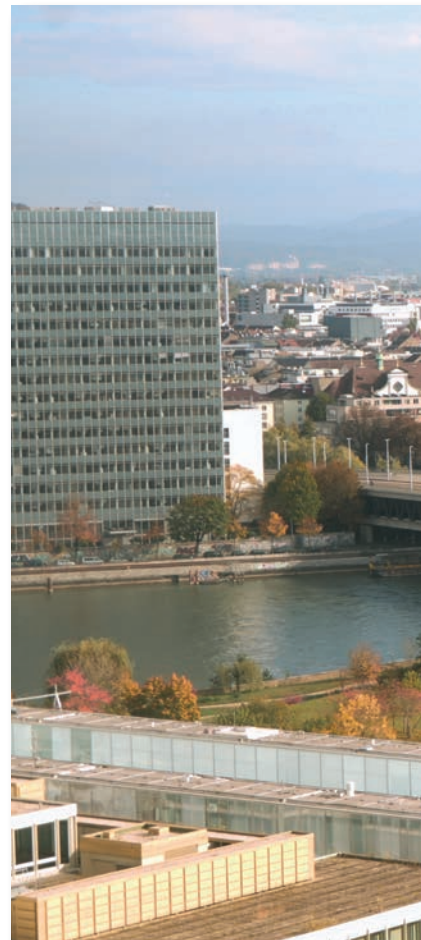
Digitalization is a megatrend in every field. Healthcare is no exception, with digital health and healthtech promising more efficiency and entirely new possibilities in diagnostics and therapeutics.

The opening of the 15th floor of Building 210 – adding to the three floors already available – serves as a testament to Novartis’s interest in healthtech, its belief in the power of startups to advance healthcare, and its willingness to invest in creating an environment that nurtures these innovators.

More than a nice view.

Since 2020, the number of startups on the campus has grown from just five to nearly 40, prompting Switzerland Innovation Park Basel Area to open a whole additional floor on the Novartis Campus in spring 2024.

Being a resident here opens the doors to flexible and tailored workspaces designed to suit startups at any stage, from single desks in a coworking space to fully furnished private offices, as well as meeting zones, innovation spaces,



and event venues. But startups don't (just) come here for the nice spaces and the gorgeous view of the river Rhine.

The DayOne healthtech accelerator has set up operations on the 15th floor to give new startups access to mentorship, collaboration opportunities, and a direct line to industry experts.

Startups like Nutrix, Bottneuro, and Zoundream are now thriving here. Stefan Suter, Head of Holmusk Europe, which decided to open a new office on the campus, reflects on the value of being part of this community:

“What we are finding here is a vibrant ecosystem of so many different startups as well as established companies. Being on the Novartis Campus has its unique attractiveness: where else in the world can you be at the headquarters of a leading pharmaceutical company?”

Stefan Suter, Head of Holmusk Europe

Got you curious?

Discover everything the only co-working space on the Novartis Campus has to offer and connect with Rahel here →



The FMI is now conducting research at the perfect location: on the Novartis Campus of Knowledge

On August 23, 2024, the Friedrich Miescher Institute for Biomedical Research celebrated the opening of its research building on the Novartis Campus in the presence of around 100 guests from politics, Novartis and the life sciences sector. This event celebrated not only the institute's new home, but also the outstanding collaboration between the FMI, Novartis and the University of Basel.



Ekaterini Markopoulos
Communications Manager
FMI

In the spring of 2024, the FMI and its 330 employees relocated from its former site in the Rosental to the Novartis Campus. To facilitate this, Novartis converted a former production building into a state-of-the-art research facility at a cost of around CHF 100 million. A possible relocation for the FMI to the present-day campus was first mooted almost 20 years ago. Various sites were evaluated until, finally, in 2020, the WSJ-310 building at Fabrikstrasse 24 was confirmed as the future FMI site. The construction work took around four years.

Opening with representatives from politics, Novartis and the life sciences sector

The opening of the new research building took place on August 23 in the presence of Martina Hirayama, State Secretary for Educa-

tion, Research and Innovation, Jörg Reinhardt, Chairman of the Board of Directors of Novartis, Conradin Cramer, President of the Cantonal Government, Andrea Schenker-Wicki, Rector of the University of Basel plus around 100 other invited guests from politics, Novartis and the life sciences sector.

For Dirk Schübeler, Director of the FMI, this represented a significant milestone in the history and future of the FMI, since “after more than 50 years in the Rosental in Kleinbasel, we were particularly pleased to now be on this wonderful campus right next to Novartis Biomedical Research and close to the University of Basel, with which we are both affiliated.” Dr. Jörg Reinhardt pointed out: “The relocation of the FMI to the campus represents an opportunity for Novartis. We trust that this closer physical proximity will further strengthen the research networks of both organizations.” Finally, Fiona Marshall, Global Head of Novartis Research, emphasized the enormous importance of the fundamental research carried out at the FMI for Novartis: “Over the decades, the FMI has provided Novartis



with scientific insights, innovative approaches and advanced technologies that have supported our objective of rethinking medicine. The FMI also attracts highly qualified researchers from all over the world who come here to deepen their knowledge and experience. Many of them will bring their skills to companies like Novartis where they will further bolster its drug discovery and development work.”

Innovative and sustainable transformation

The sustainable approach to the relocation, marked by the conversion of the former WSJ-310 production, storage and packaging building from the earlier years of the industrial site, was also recognized at the event. The reuse of the existing building's structure allowed for a significant reduction in CO₂ emissions compared to a completely new build. The sparing use of resources and the upgrades to the building envelope's thermal performance and energy-related infrastructure through measures like thermal insulation, summer heat insulation, solar panels, green roofs and the collection and use of rainwater were also contemporary and forward-looking. The architectural design of the building forges a bridge between the past and the future and integrates the FMI harmoniously into the Novartis Campus site. This innovative, contemporary and sustainable building enables the FMI to strengthen its position as a leading research institute and set new benchmarks with respect to the combination of science, sustainability and architecture.

A symbolic act: Cutting through Friedrich Miescher's DNA

Following the opening speeches, not a red but a colorful “DNA ribbon” was cut in a symbolic act – in tribute to the name of the institute and its name-

Cutting a DNA ribbon, symbolically commemorating Friedrich Miescher who gave the FMI its name: University Rector Andrea Schenker-Wicki, Novartis Chairman of the Board of Directors Jörg Reinhardt, State Secretary Martina Hirayama, FMI Director Dirk Schübeler, Novartis Head of Research Fiona Marshall, President of the Cantonal Government Conradin Cramer

sake, Friedrich Miescher, the discoverer of DNA.

This was followed by a distinguished panel discussion. Andrea Schenker-Wicki, Rector of the University of Basel, Conradin Cramer, President of the Cantonal Government of the Canton of Basel-Stadt, Michaela Kneissel, Head of Research: Diseases of Ageing and Regenerative Medicine at Novartis Biomedical Research, Christoph Klöpfer, CEO of Basel Area, and Dirk Schübeler, Director of the FMI, discussed the success factors of Basel as a life sciences location, its most pressing current challenges and the possible future development of this cluster.

Following the discussion, the invited guests had an opportunity to gain insights into the work carried out in the new building and the Institute's three main areas of research – genome regulation, multicellular systems and neurobiology. Students presented their basic research approaches and current examples in an engaging manner.

About the FMI

The Friedrich Miescher Institute for Biomedical Research (FMI) in Basel conducts cutting-edge fundamental research in the biomedical sciences. It was founded in 1970 by two chemical-pharmaceutical companies, Ciba and Geigy, and is still largely financed by the Novartis Research Foundation. It is affiliated with Novartis Research (Biomedical Research) and the University of Basel. Research at the FMI focuses on the fields of neurobiology, genome regulation and multicellular systems. Around 330 employees currently work at the FMI, including over 80 PhD students and over 80 post-doctoral students. The FMI consequently makes an important contribution to the training and professional development of researchers.

Christmas markets in the “Winter Wonder Dreiland”

When the evenings start to draw in and temperatures plummet, when the first snowflakes drift gently to the ground and a waft of cinnamon and roasted almonds pervades the air, you will know that the magical time of Christmas markets has begun: welcome to the Christmas markets in the “three-country winter wonderland” where a sea of sparkling lights and the cheerful atmosphere always lift our spirits.



Alain Grimm
Cultural Manager Basel

Admittedly, not everyone is enamored with the Christmas period and the fall of snowflakes in cities is more likely to cause traffic chaos than peace and quiet – if they fall at all. But let’s not be as grumpy as old Ebenezer Scrooge from Charles Dickens’ novella “A Christmas Carol” and instead try to take joy in the many Christmas markets we have. Incidentally, this tradition has prevailed across Europe for a long time, although perhaps not in its current form, nor with an oversupply of mulled wine.

The origins of such markets date back to the late Middle Ages when traders held regular market fairs to sell their goods during the cold season and give people the opportunity to stock up for the winter. They still exist today, but let’s be honest: We will tend to stroll through these markets to soak up the festive atmosphere and buy small gifts, rather than to stock up on everyday necessities. Very early on after the emergence of medieval markets, confectioners with their sweet delicacies and craftsmen with their handicrafts and toys were also allowed to join the existing traders. One of the oldest Christmas markets still in existence, and therefore also the best known, is the Striezelmarkt in Dresden, the existence of which has been documented since 1434. It is also no coincidence that the Basel Autumn Fair dates back to the late 15th century. Fairs and markets experienced their heyday in Europe in the late Middle Ages, but only a few have survived the changing times and sustained an existence into the modern age. Christmas markets are one of these, most likely because of their commercial and festive character which became an integral part of our lead-up to Christmas from the second half of the 20th century. Almost all of us have

been to a Christmas market at some point, whether with friends or with our employers, and burned our fingers on a hot cup of mulled wine in a rollercoaster of emotions while our toes slowly start to freeze. True Christmas market enthusiasts will naturally have collected their mulled wine cups every year, which appear annually sporting new themes in Basel.

In our beautiful three-country region, there is of course an abundance of large and small Christmas markets that operate from a few days to several weeks. From all of these markets, we have selected three that we wish to take a closer look at.



Colmar (F)

from November 26 to December 29, 2024

The old town center of Colmar is of course a sight in itself with its historic and listed half-timbered buildings, and these all provide a magical backdrop for a Christmas market that glistens in a very special glow in Colmar – and that includes lots of colorful lights! The Christmas market winds its way through small alleyways and across large squares, past churches and monuments, and boasts over 180 exhibitors spread across five different locations in the old town. On the Place Jeanne d’Arc you will find regional specialties, some of which you will certainly want to take home with you. Still feeling hungry? Then stroll through the Marché Gourmand and allow yourself to be spoiled by its culinary delights. More than 20 artists and crafts-persons await you in the medieval “Köifhus” (market hall), where you will be able to look over their shoulders as they work and take their handicrafts home with you for your loved ones. In addition to all the arts and crafts and the many Alsatian delicacies, the Colmar Christmas market also offers entertainment such as street performances, city tours and events for children. And don’t miss the children’s choir on the boats in the canal – only in Colmar!

Freiburg in Breisgau (D)

from November 21 to December 23, 2024

Are you too impatient to wait until the Christmas market opens in Colmar? No problem, all the Christmas magic in Freiburg begins a few days earlier; it’s just a mulled wine hop across the Rhine, where tradition and Black Forest arts and handicrafts await you. Before today’s Christmas market was established over 50 years ago, there was already a Christmas market that operated on Freiburg’s Münsterplatz in the 19th century. Back then, there were probably already many delica-



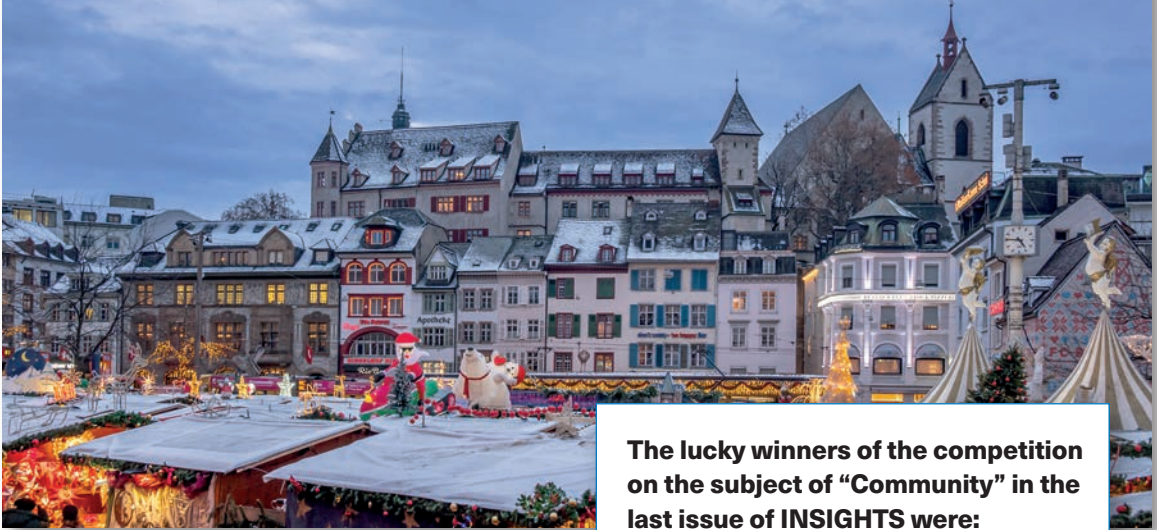
cies on sale, such as today's hot chestnuts, nut specialties and marzipan – the favorites of the Christmas market in the historic old town with its impressive backdrop and view of the Freiburg Minster. If you are traveling with children, make sure you visit the candle workshop and the Christmas bakery where you can bake your own pastries. Don't forget: on December 6, Santa Claus will arrive at the town hall square with a huge sack bulging with presents. Naturally, you won't need to have children in tow to attend this and – if you've been good – Santa Claus might even have a little something for you! Anyone strolling through Freiburg's old town, completely in awe of its beauty, with only the cathedral in their sights needs to be very careful of where they step – and try to avoid the Bächle (river water) if at all possible. Unless you want to marry someone from Freiburg of course, or at least that's the legend. With your feet still dry, you absolutely must try a "Lange Rote" (sausage) before you leave – since you can only get one in Freiburg im Breisgau!

Basel (CH)

from November 28 to December 23, 2024

So, what does Basel have to offer? Well, it is presumably the most beautiful of all Christmas markets, certainly if the "Best Christmas Markets in Europe" winner label is to be believed. But beauty is in the eye of the beholder, as we all know, and Colmar has already received numerous awards. But let's take a look at Basel for ourselves. The current Christmas market format has existed in Basel, as it has also in Freiburg and Colmar, since the 1970s. Around 180 market stalls extend across the historic backdrops of the Barfüsserplatz and Münsterplatz, giving the market not only a traditional touch, but also attracting around 900,000 visitors every year. A second market, going by the name of "Adväntsgass," has now also become established in Kleinbasel. Probably the longest display of Christmas lights in Europe stretches from Aeschenplatz across Freie Strasse and the Mittlere Brücke right up to the Messeplatz. The Christmas lights are lined by countless Christmas trees in the town's squares and alleyways. Selected courtyards in the old town become transformed into Christmas oases and the large Christmas tree on Münsterplatz is decorated by Basel's very own "Père Noël," Johann Wanner. Would you like to liven up your next Christmas tree with something typically seen in Basel? Then you should definitely buy one of Basel's many carnival figures as Christmas tree decorations – because they are exclusive to Basel!





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

Suan Ooi Haller, Langenbruck
Stefan Rapp, Rheinfelden
Thomas Wernli, Sissach

Contest

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

Three winners will be drawn from the correct entries to receive a voucher for the «Christmas Magic» city tour.

With a little luck, you could be one of the lucky winners and soon discover the city of Basel in a magical Christmas atmosphere. Guided by Basel Tourism, you will become acquainted with

many of Basel's stories and traditions and be able to enjoy the charm of the city, its Christmas lights and the waft of Yuletide biscuits and mulled wine.

Dressed in sturdy shoes and warm clothing, allow yourself to be swept off into a world filled with lights and scents, while also learning much about the old and new customs of this tradition – we hope you will be there with all your senses alert.

Contest questions

Submission deadline: 10 December 2024

First name

Name

Home address

Zip/city

1. How many years of service at the St. Johann site can Dr. Jörg Reinhardt look back on?

- 40
- 45
- 50

2. What did Friedrich Miescher discover?

- RNA
- TBE
- DNA

3. In which city is one of the oldest Christmas markets held?

- Basel
- Dresden
- Colmar



Send your answers by post to: NAV Office, Contest, Novartis Campus, Forum 1, WSJ-200.P.84 / P.O. Box, 4002 Basel or scan and send to nav.nav@novartis.com

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

For a safe PF 1 & PF 2 – vote NAV candidates!

Choose NAV candidates – so your voice and your rights are properly represented. Make competence, security and fairness work for your benefit.

Stärken Sie Ihre Stimme, Ihre Rechte und Ihre Vorteile. Wählen Sie deshalb NAV Kandidierende.

- Ihre Stimme** beeinflusst Ihre zukünftigen Leistungen und Ihr Beitragsmodell.
- Ihre Rechte.** Die NAV Kandidierenden gewährleisten Ihre Rechte, Sie haben das Recht auf sichere und nachhaltige Geldanlagen, die hohen ökologische, soziale und ethische Standards erfüllen.
- Ihre Vorteile.** Die NAV Kandidierenden handeln unabhängig und sind keenen gesellschaftlichen Interessen unterworfen. Sie haben sich kontinuierlich weiter und haben dadurch eine Gruppe erfahrener Personalkassen-Darstellungsgründer der Personalkassen aufgebaut.

Wählen Sie NAV Kandidierende - damit Ihre Stimme und Ihre Rechte sicher gestellt werden. Machen Sie Kompetenz, Sicherheit und Fairness zu Ihrem Vorteil.

Strengthen your voice, your rights and your benefits. It is therefore important you choose NAV candidates.

- Your voice** will influence your future pension fund benefits and your contribution model.
- Your rights.** The NAV candidates will act independently and are not beholden to any trade union interests. They undergo continuous professional development which has enabled them to develop into a group of expert pension fund trustees.

Choose NAV candidates - so your voice and your rights are properly represented. Make competence, security and fairness work for your benefit.

Faites entendre votre voix, renforcez vos droits et vos avantages. Choisissez des candidats de la NAV.

- Votre voix** influence vos prestations futures et votre modèle de cotisations.
- Vos droits.** Les personnes candidates de la NAV menent financiers sûrs et durables, respectent des normes écologiques, sociales et éthiques élevées.
- Vos avantages.** Les personnes candidates de la NAV agissent de manière indépendante et ne sont formées en permanence et continuent ainsi un groupe de membres expérimentés du conseil de fondation des caisses de pensions.

Choisissez les candidats de la NAV - pour voir votre voix et vos droits mieux assurés. Faites de la compétence, de la sécurité et de l'équité votre avantage.

Davide Lauditi
Chairman of the Employee Representative Council | Corporate CRC Co-Chair NAV | Member NEF

- Die Vergewaltigung können wir nicht ändern, jedoch haben wir die Möglichkeit, Einfluss auf die Zukunft zu nehmen. Durch meine verschiedenen Funktionen als Vorstand der Personalabteilung, Co-Präsident des NAV und Expediter der PK 1 erhalte ich eine einzigartige Perspektive und kann so Ihre Interessen bestmöglich vertreten. Mir Ihre Stimme empfehlen Sie mir und dem NAV, das auch weiterhin zu tun.
- We cannot change the past, but we can influence the future. My various roles as Chair of the Employee Representative Council, Co-Chair of the NAV and Deputy Chair of the PK 1 gives me a unique perspective and enable me to represent your interests in the best possible way. Your vote will enable me and the NAV to continue to do this.
- Nous ne pouvons pas changer le passé, mais nous pouvons influencer l'avenir. L'exercice de mes différentes fonctions me donne un point de vue unique et me permet de représenter au mieux vos intérêts.

Andrea Fedriga-Haegeli
Head Visitor Services | ERS Co | Operations Representative Council | Member NEF

- Unsere MitarbeiterInnen bringen zu Recht den Anspruch an uns, ein geschicktes und überlebensfähiges Fundament zu sein, was auf dem Wandel, Risikoprüfung und Verantwortung beruht, und natürlich auch verlässlicher sein.
- Our employees are rightly entitled to an insured and predictable pension in their retirement. As retirement age fluctuates between 60 and 65, a pension scheme certificate should also be actually available.
- Les membres de notre personnel ont raison d'exiger une retraite garantie et planifiée à la retraite. Au fur et à mesure, le montant individuel sur le certificat d'assurance devrait être effectivement disponible.

Ralf Endres
Spacer Pension Services | BR | PK Expenses | Member of the Employee Representative Council | Board Member NEF

- Dem Stiftungsrat gehören ich weiß ich an und das ist mich gerne zu werden. Mit Sachkompetenz und nicht geringe, aber ich bin immer bei, dass unsere Personalkassen leistungsfähig sind und Arbeiter und Arbeitnehmer endlich an Ihrer verschiedenen Leistungen bringen für diese beitragen.
- I have been a member of the Board of Trustees for 15 years and am also pleased to stand for re-election. My extensive and high-level of personal motivation will contribute to ensuring that our pension fund continues to perform well and that employees and employees both contribute fairly in line with their economic capacities.
- Je suis conseiller de fondation depuis 15 ans, ce qui me présente un engagement et ma motivation. Je souhaite représenter vos intérêts et faire en sorte que nos caisses de pensions soient performantes et que les employés et employés contribuent équitablement, selon leur capacité économique, à son fonctionnement.

Sabrina Staub
Manager Lab Operations | BR | PK Sciences

- Aufgrund meiner Erfahrung als PK-Disziplinarin und meiner Motivation, die Personalkasse für die richtigen Generationen zu sichern, möchte ich mich als Stiftungsrat für Ihre Interessen einsetzen. Ich würde Ihnen für das mir ergebungsbezogene Vertrauen.
- Based on my experience as a substitute trustee of the Pension Fund, and my desire to safeguard the pension funds for future generations, I would like to serve your interests as a permanent member of the Board of Trustees. Thank you for the trust you have placed in me.
- Avec mon expérience en tant que suppléante de la caisse CP et ma motivation à assurer la pérennité de la caisse CP pour les générations futures, je souhaite représenter vos intérêts au conseil de fondation. Je vous remercie de la confiance que vous me témoignez.

Cornelia Gasser
Manager Lab Operations | BR | Building | User Representative Building W3-305

- Meiner Unterstützung möchte ich mich für eine nachhaltige und starke Personalkasse einsetzen. Bitte lassen Sie mich wissen, wenn Sie meine Personalkasse unterstützen möchten, und ich werde mich daran machen, dies zu realisieren.
- With your support, I would like to work towards achieving a sustainable and strong pension fund to enable us all working together will help us to maintain a robust pension fund.
- Avec votre soutien, je tiens à m'engager pour une caisse de pension durable en tant que membre active. Ensemble, nous pourrions contribuer à une caisse de pension saine.

Andreas Eigjel
Expert Science & Technology | CIAD | COU/MI | Ops Team | Member of the Employee Representative Council | Board Member NAV

- Die halbwegs, seriöse und nachhaltige Anlagenstrategie der PK 1 beibehalten. Aber den sich verändernden gesellschaftlichen Anforderungen wie zum Beispiel Digitalisierung, Ökologie, Nachhaltigkeit und Ethik anpassen. Dafür will ich mich als Arbeitnehmervertreter im Stiftungsrat der PK 1 einsetzen.
- Retain the current, prudent and sustainable investment strategy of the PK 1. Yet also adapt this to changing social needs such as demographics, ecology, sustainability and ethics. As your employee representative on the Board of Trustees of the PK 1, my objective will be to work towards this.
- Maintenir la stratégie de placement actuelle, sérieuse et durable de la CP 1. Mais l'adapter aux exigences sociales de l'évolution telles que la démographie, l'écologie, la durabilité et l'éthique. C'est pour cela que je souhaite m'engager comme représentant des personnes employées de la CP 1.

Nicole Bubendorff
Laboratory Professional | BR | Uptown | BR

- Fortwährende Arbeit, deshalb braucht es eine starke und mit Vertrauen in die Zukunft denken, auch in der Arbeitswelt. Ich möchte mich dafür einsetzen, dass wir die Herausforderungen der Zukunft zu meistern.
- Relentless planning is built on trust, which is why it needs a foundation that can be relied upon on all times, conditions, and in the face of the ongoing reform efforts. Only we therefore need your vote to be able to implement it.
- L'effort constant repose sur la confiance. Il faut donc une base solide sur laquelle compter, même dans les pires conditions. C'est pourquoi nous avons besoin de votre vote pour mener à bien les réformes.

Nicole Tribelhorn
Assoc. Dir. Hardware & User Account Mgr | BR | Research Informatics | Member of the Employee Representative Council | Board Member NAV

- Vorwiegend, Sicherheit und Fairness - für eine zukunftsorientierte Rentenversicherung in der Personalkasse - dafür werde ich mich ein.
- My objectives: pension provision, certainty and fairness - for long-term retirement benefits from our pension fund.
- Préférentiellement, sécurité et équité - je m'engage pour un régime des retraites orienté vers l'avenir dans la caisse de pensions.

Strengthen your voice, your rights and your benefits. It is therefore important you choose NAV candidates.

● **Your voice** will influence your future pension fund benefits and your contribution model.

The NAV candidates believe that the current high pension level also needs to be maintained for future pensioners. Everyone should be able to depend on the capital that they have saved and future generations must also be able to build up a financially sustainable retirement provision.

● **Your rights.** The NAV candidates will safeguard your rights. You have the right to secure and sustainable investments that meet stringent environmental, social and ethical standards.

● **Your benefits.** The NAV candidates will act independently and are not beholden to any trade union interests. They undergo continuous professional development which has enabled them to develop into a group of experienced pension fund trustees.



More about your candidates

Eliana Mussin
Senior Statutory Controller | Novartis Pharma AG

Claudio Campestrin
Country Coordinator N-CH | NE | GR & Trustee
Foundation "Stiftung EAP" | CISA Real Estate
Swissair Investment Committee member

Clarissa Vajna
Expert Science & Technology | DEUTZ HD
SMS | Member of the Employee Representative
Council | Board Member NAV

Markus Trunzer
Principal Scientist | BR | PK Sciences |
Board Member NAV

Stefan Melly
Manager Research Operations | BR | OARs |
Examination expert Laboratory Technician EFZ |
Biology | Vocational trainer for Office Assistant

Sheila Kumschick
Service Provider Management Lead | ARD |
Vocational Training Responsible

Maria Pirillo
Senior BPA Manager Switzerland | Operations |
Finance

NOVARTIS
Für eine sichere PK
For a safe PF
Pour une CP fiable

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