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novartis employees association



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begins today ...



ON OUR OWN ACCOUNT

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We appreciate you taking a few minutes to support us!





Contents

Publication's

Membership

ARB – Basel Region Employees Association

Business relationship

Ertl & Partner Attorneys at Law, Basel

Editorial team

Julia Dürr, Andrea Fedriga-Haegeli, Susanne Hänni,
Davide Lauditi, Yvonne Tanner

Contact address

NAV Novartis Employees Association
Office
Novartis Campus, Forum 1
WSJ-200.P.84 / P.O. Box, 4002 Basel
Tel. +41 (0)61 697 39 00
Email [nav.nav\(at\)novartis.com](mailto:nav.nav(at)novartis.com)

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Editorial

4

Chairman of the Board

**A life dedicated to medicine
and patient care**

6

Novartis Biomedical Research

**The role of AI in Biomedical
Research: accelerating discovery
with responsibility**

12

scienceindustries

**AI in the fight against the shortage
of skilled labor: a solution with side
effects?**

16

History and Myths

**Artificial intelligence emerges
in the Holocene period**

18

NAV Office

**Business College trainee
Rojkan Unayuk**

22

Joining NAV

**This is what the employees
association offers you**

25

ARB – Basel Region Employees Association

A new chapter is about to begin...

26

Internal employee representative
bodies (ERB)

**WE SAY THANK YOU – and look back
with gratitude!**

30

Internal employee representative
bodies (ERB)

The newly elected ERB 2026–2030

32

Membership Offer

Contest

33

Editorial



Dear member

GIOVANNI CAFORIO has served on the Novartis Board of Directors since 7 March 2025. His life story makes one thing clear: interactions with patients and their needs are the driving force behind his career. For him, medicine is more than merely a treatment. It represents trust, listening and responsibility. He points out that real progress in medicine can only be achieved when scientific excellence, a willingness to inno-

vate and a consistent focus on patients' needs all amalgamate. We wish to thank GIOVANNI CAFORIO for this genuine insight into his career.

Hardly any other topic has become as polarizing right now as the hype surrounding artificial intelligence. Why is this actually referred to as "intelligence"? We too, at the NAV, are no exception and although the first signs of AI fatigue are already becoming apparent, we are making this topic the main focus of our two issues in 2026.

AI is changing our daily work lives – and this change is irreversible. However, it is increasingly taking on tasks that used to be reserved exclusively for humans. Copilot and ChatGPT were just the beginning; the next stage of development will be AI agents. These will plan projects, coordinate processes and make decisions – increasingly without human intervention.

AI is intended to enhance our ability to think in new ways, solve problems, be innovative and work together. AI is a tool that has the potential to transform the way in which we create groundbreaking innovations that will improve and extend the lives of patients.

CHRISTIAN DIEHL, Chief Data & Digital Officer, Biomedical Research, explains what this specifically means with regard to biomedical research at Novartis.

Such research generates enormous amounts of data, and in light of growing complexity, AI supports scientists by revealing hidden patterns and correlations within large datasets. This acts as a complement to, but not a replacement for scientific thinking.

But what does this mean for you? For your day-to-day work, your decisions, your future? Allow yourself to become inspired by the technologies that will shape this century and set your misgivings aside.

As our CEO, VAS NARASIMHAN, put it during the last global webcast on 29 April 2026: "It is the companies, the innovative minds, the people who recognize these technologies as an opportunity to create new possibilities, instead of living in fear of everything that could be destroyed and clinging to the past!"

ALAIN GRIMM shows us that the concept of artificial intelligence is older than we think. It doesn't begin in Silicon Valley, but rather in the mythical constructs of Golem and Talos and stretches back to the philosophical questions about thinking machines that Alan Turing pondered over in the postwar period.



Unlike a sudden breakthrough, AI has developed gradually and is now an integral part of many everyday applications, often without us even realizing it.

Like previous innovations, AI also passes through the typical phases of euphoria, criticism, regulation and normalization – though at a much faster pace and with global implications.

REGULA STEINEMANN is starting a new chapter in her career. She has handed over the executive management of the Basel Region Employees Association, which is affiliated with the law firm Furer & Partner, to CHRISTOPH BALMER. This is reason enough to once again turn our attention to the ARB and its responsibilities. Regula Steinemann headed the ARB for sixteen years. We thank her for her professional support both as an attorney and as Executive Director and wish her every success, fulfillment and joy in her new role as President of the Basel-Landschaft Eastern District Civil Court.

The future is taking shape right now – let's shape it together.

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

A life dedicated to medicine and patient care

From his early childhood on, medicine and patient care were always an integral part of Giovanni Caforio's life.



Dr. Giovanni Caforio
Chairman of the Board

"My father was a practicing physician, and many of his patients would call our home in moments of worry or urgency," he recalls. "I often picked up the phone, listened to their needs, and later watched my father work tirelessly to care for our community."

These early experiences in his hometown of Anzio, which lies about half an hour's drive south of Rome, shaped not only his career path, but also his understanding of what medicine truly means. It was not just about diagnosis or treatment, but about listening, trust, and responsibility. "It was especially the connection with patients; hearing their fears, hopes, and questions, which inspired me to pursue my medical studies in Rome."

At first, it seemed clear that, like his father, he would become a physician. But over time, Caforio's perspective broadened. While the work of a local physician was deeply meaningful, he began to feel that his impact could extend further. "I wanted to help shape treatments that could reach patients far beyond my hometown."

That ambition led him into the pharmaceutical industry, first at Abbott Laboratories, and later at Bristol Myers Squibb (BMS), where he would spend more than two decades working across clinical development and leadership roles until he was appointed Chief Executive Officer and later Chairman of BMS.

Over the years, he lived and worked in several countries, including Italy, France, Spain, Portugal, and the United States. These experiences, which made him a polyglot over the years, also exposed him to very different healthcare systems and patient realities. "They allowed me to better understand the challenges patients face in different countries," he says, "and the strategies needed to overcome them."

Throughout his career, one constant remained: a focus on science and the urgency to respond to patient needs. This mindset would be tested during a pivotal moment around 2010, when he was involved in advancing immuno-oncology at BMS, where he led the company's cancer efforts at the time.

Back then, the immuno-oncology field was still considered highly uncertain. Many in the industry were skeptical that the approach to treat cancer by modulating parts of the human immune system could work. Funding, as a consequence, was limited, and early results had been inconclusive.

Still, BMS punches ahead. “The probability of success was estimated at 5 percent,” he recalls. “But we understood that, if successful, it would be transformative.” The decision to move forward required conviction and a willingness to take risks. Patience was also necessary, since breakthrough innovation rarely follows a straight line.

The outcome, however, changed the trajectory of cancer treatment. After years of hard work, during which Caforio and his team worked closely with later Nobel Prize winners James P. Allison and Tasuku Honjo, immuno-oncology, in which the body’s own T-cells are capable to attack cancer, became a new pillar in the field, offering patients fresh hope and, in some cases, long-term survival.

He still remembers one patient in particular, a young mother with metastatic melanoma who had exhausted all available options. Initially, it appeared that the treatment was not working. But over time, her condition improved. Today, more than a decade later, she remains disease-free. “For me, that was a very powerful moment,” Caforio says. “It made the impact of what we do very tangible.”

The experience also shaped his leadership philosophy. “It strengthened my determination to focus on breakthrough innovation, even when the path is uncertain.”

Today, that same focus defines his work at Novartis, which he has been leading as Chair of the Board of Directors since March 2025. The ambition is clear: to advance science in areas where medical need remains high and to develop



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new approaches that go beyond incremental improvements. “Our strategy is to pursue innovative science to address the most difficult diseases,” he says. “We pioneer treatment approaches which did not exist before. In doing so, we reimagine medicine.”

This ambition is supported by significant investment – both in people and in research. More than 10,000 researchers across the company contribute to this effort, alongside substantial financial resources in R&D, which reach more than 9 billion US dollars annually. But for Caforio, the core motivation remains unchanged: “It is about the patients who are still waiting,” he says. “And the responsibility we have to continue pushing the boundaries of science.”

TO THE INTERVIEW

Mr. Caforio, during your speech at the Annual General Meeting you emphasized the commitment of Novartis to Switzerland. What does that mean in practice?

GIOVANNI CAFORIO: We have a tremendous presence in Switzerland. Around half of our R&D activities globally take place here, and we have around 10,000 people working in Basel, Stein, Schweizerhalle, and Rotkreuz. There is not only no reason for us to rethink our presence in Switzerland. To the contrary, there continue to be significant benefits and advantages to having such a strong home base.

How is that presence evolving?

Our presence in Switzerland is focused on areas where there is real added value. We are not going to invest in simple manufacturing here. We are going to invest in R&D and in complex technologies that require highly specialized capabilities. That’s where the value of Switzerland lies.

Can you provide a few examples?

We have built one of the world’s most advanced radioligand labs in Basel and we have one of the world’s largest siRNA facilities in Schweizerhalle. Furthermore, we have been pioneering cell therapies in Stein, helping Novartis and ultimately Switzerland to remain at the forefront of medical innovation. This drive to innovate and spearhead medical breakthroughs will remain a constant going forward.

What makes Switzerland and Basel, in particular, such a strong location for innovation?

As global companies make decisions about where they invest, it’s about access to talent, the right framework conditions, incentives, and access to in-

novation. Access to great talent and a qualified workforce is the most important factor. Basel is quite remarkable in that perspective. It is a relatively small town, but with a strong biotech hub, major companies, and a very international environment. As such, it is comparable to other leading hubs such as Cambridge or San Diego in the United States, where we have also major research activities, which are of paramount importance for us.

You speak frequently about ecosystems. What does that mean for Novartis?

For me, a company needs to be part of an ecosystem. It needs to be a member of the community. Essentially, a company has to be a citizen and act in the interest of that wider community. That means, for example, engaging with academia, with other companies, and with the local environment. It's not about operating in isolation. This mindset is prevalent in all our activities across the globe. We are not just a part of the social fabric but want to actively shape it and contribute to societal progress. But we can only do it in ecosystems in which innovation is enabled, valued and rewarded.

What does this look like on the ground?

Today, Novartis is well embedded in Basel's life sciences network, which includes already more than 800 distinct players from start-ups to mid- and large-sized companies as well as leading private and public research institutions. But this is not all. Through our social activities, we are also active outside the core healthcare market – activities, which define us as a responsible corporate citizen. Similar efforts are happening elsewhere, where we are active through a variety of social impact activities in local communities.



How does the Novartis Campus reflect that thinking?

For me, the Campus only makes sense if it is open and integrated with the city, with academia, and with other companies. This has also always been part of the master plan developed by Vittorio Magnago Lampugnani more than 20 years ago. By inviting others to join and work on the Campus, our headquarters become a living organism. If it were about isolating Novartis from the outside world, that would not be the right vision.

You joined Novartis in March 2025. Can you talk a little bit about your impression of Basel?

What's really impressive is the fact that Basel is a relatively small town that sits right in between Switzerland, Germany, and France, and over the centuries has played a really important role in so many areas. It's quite unusual to see the confluence of so many different things in a town of less than 200,000 people. It's a very cosmopolitan environment, yet also very Swiss. Personally, I not only enjoy the city's picturesque old town, but also its art and culture scene. However, I have to admit that I haven't yet tested the Rhine even though our CEO Vas Narasimhan has given me one of the famous orange swimming bags.

How do you define your role as Chair of the Board of Directors?

My internal focus is really on key strategic topics impacting the company, not short-term operations. My priorities, and those of my colleagues on the Board, are investments and strategies that will drive long-term sustainable growth. If management focuses on the next five years, my focus is on the next ten and primarily on the second five.

What role does talent play in that long-term perspective?

I spend a lot of time thinking about talent and succession planning to make sure that Novartis has the right leaders not just for today, but for tomorrow. That is one of the key responsibilities of the Board.

Novartis has invested in several emerging technology platforms. How do you view that strategy?

Our focus on science-based innovation is the right strategy going forward. In addition to our longstanding focus on chemistry and biotherapeutics, the decision of Novartis to invest in three advanced technology platforms enabled us to establish an early leadership position across them. Still, these technologies are only at the beginning of a 10-to-15-year cycle in which their potential will grow significantly.

What about the therapeutic areas?

We have built deep knowledge and established a strong commercial presence across cardiovascular, renal, and metabolic medicines, immunology, neuroscience, and oncology. We see continued unmet need and substantial growth potential in all of these areas. There is a strong advantage in investing early in scientific platforms that are promising but still uncertain.

At the same time, how do you navigate change, given the fast development in technology and science?

Given the rapid advances we see in a variety of domains, we need to remain vigilant and consider risks and opportunities of emerging technologies, be it in the realm of medicine or in the area of artificial intelligence. As a global leader in medicine, we want to be at the forefront of science and technology and take the



right steps to shape the industry in the years ahead. This has been part of the company's DNA since its inception in 1996, when leadership decided to focus on life sciences and pharmaceutical research and discontinue the traditional chemical activities, which had shaped the predecessor companies for more than a century. This mindset has not changed.

What role do external partnerships play in that?

Companies that are dogmatic tend to want to do everything internally and don't look enough at innovation coming from outside. The fact that we partner and bring in external innovation is a sign that we are open. Over the past 12 months we have conducted a series of licensing deals and have executed several acquisitions, allowing us to broaden and deepen our expertise in areas with high unmet medical needs.

Innovation often comes with uncertainty. How do you approach that?

Breakthrough innovation is difficult. You have to be able to separate noise from signal. Most of the time, it's a challenge you have to overcome rather than a reason to stop. But you also need to understand when new information fundamentally changes your belief in a technology. It's a balancing act that requires one to stay alert all the time.

What defines good decision-making in that context?

Companies don't deviate from strategy because of one big decision, but because they tolerate small deviations over time. You have to keep the bar high and ask whether you are still delivering what you originally set out to achieve. This means that discipline as well as scientific and intellectual rigor play a paramount role in decision-making.

How would you describe your leadership philosophy?

The moment you make it about yourself or about ego, it's over. You are using the wrong lens and you will not be successful. My role is not to be the most knowledgeable person, but to get the best out of the people in the room. You have to be the challenger, not the expert. This is how the best solutions can be found – solutions that will not only change the practice of medicine but can change the lives of millions of patients around the world. This is our purpose and we should never lose sight of this.

The interview with Giovanni Caforio, Chairman of the Board, was conducted by Davide Lauditi and Goran Mijuk.

The role of AI in Biomedical Research:

Accelerating discovery with responsibility

Artificial intelligence helps Biomedical Research at Novartis turn complex data into insights that can lead to better medicines for patients, faster. It supports scientists and employees by improving decisions and reducing routine work. Used responsibly, AI strengthens trust, quality, and our shared focus on patient impact.



Christian Diehl
Chief Data & Digital Officer, Novartis Biomedical Research

Artificial intelligence, often shortened to AI, is sometimes described as a futuristic concept or a technology reserved for experts. In reality, AI is already a practical part of how Biomedical Research at Novartis works today. At its core, AI refers to computer systems that can recognize patterns, learn from data, and support decision-making in ways that complement human expertise. In Biomedical Research, this means using advanced analytics to better understand biology, disease mechanisms, and treatment responses, all with the goal of bringing better medicines to patients, faster and more reliably.

Biomedical Research is, by nature, a data-rich environment. Every experiment, every image, every molecular profile, and every clinical observation generate vast amounts of information. Traditionally, scientists have relied on their experience and focused analyses to interpret this data, but the scale and complexity have grown dramatically. AI helps us make sense of this complexity. It does not replace scientific thinking or experimental insight; instead, it acts as a powerful tool that allows scientists to see patterns and connections that would otherwise remain hidden, especially when working across many datasets at once.

One of the most impactful areas where AI is already being used is early drug discovery. At this stage, scientists explore large numbers of potential targets and molecules to identify those most likely to become effective medicines. AI can rapidly analyze biological data from genomics, proteomics, imaging, and literature to help prioritize disease targets. For example, machine learning models can integrate genetic data from patients with laboratory results to identify which proteins or pathways play a key role in a disease. This allows researchers to

focus their experimental work on the most promising hypotheses, saving time, reducing unnecessary experiments, and increasing the likelihood of success.

AI also plays a growing role in the design and optimization of drug molecules. Predictive models can simulate how a molecule might interact with a biological target or how it might behave in the body, such as its stability or potential side effects. While laboratory experiments remain essential, AI helps narrow down options earlier, so experimental work can be more targeted and efficient. The impact is not just speed, but also quality: better-informed decisions earlier in the process reduce the risk of late-stage failures, which can be costly both financially and in terms of lost time for patients waiting for new therapies.

Beyond molecule discovery, AI is transforming how we work with images and complex laboratory measurements. In many areas of Biomedical Research, scientists analyze microscopy images, tissue samples, or high-dimensional assay results. AI-based image analysis can detect subtle changes in cells or tissues that are difficult to quantify by eye, enabling more objective and consistent interpretation. This supports better understanding of disease progression and treatment effects, particularly in areas such as oncology, neuroscience, and immunology, where visual patterns carry critical information.

AI also strengthens translational research, where insights from laboratory studies are connected to human biology. By combining preclinical data with patient-derived data, AI models can help predict which observations are most likely to translate successfully into clinical benefit. This supports a more seamless flow from discovery to early clinical development and helps teams make better-informed decisions about which projects to advance.



Another important benefit of AI lies in decision support. Biomedical Research involves many complex choices about where to invest time, resources, and experimental effort. AI can help synthesize information across experiments, projects, and historical outcomes to provide evidence-based insights that support strategic decisions. This does not mean that decisions are “made by machines,” but rather that scientists and leaders are better equipped with integrated, data-driven perspectives when making choices.

The broader purpose behind our AI strategy in Biomedical Research is closely tied to Novartis’ mission to reimagine medicine. By accelerating discovery, improving the quality of insights, and reducing inefficiencies, AI helps us move faster toward treatments that can make a real difference for patients. Importantly, AI allows us to spend more time on what humans do best: forming hypotheses, designing experiments, interpreting results in context, and exercising scientific judgment.

At the same time, it is essential to address concerns openly and transparently. One common question is the impact of AI on jobs. In Biomedical Research, AI is not about replacing scientists or laboratory experts. Instead, roles will evolve. Some tasks that are time-consuming and highly repetitive today, such as manual data processing or basic pattern recognition, can increasingly be supported by AI. This frees up time for more creative, analytical, and collaborative work. New roles are also emerging, particularly at the intersection of science, data, and digital capabilities, where understanding both biology and data-driven tools becomes increasingly valuable.

In Biomedical Research, decisions have serious implications for patient safety and scientific integrity. For this reason, ethical considerations and responsible use of AI are central to our strategy. AI models are developed and used under strict governance frameworks that emphasize transparency, quality, and accountability. Models are validated, data sources are carefully curated, and human oversight remains essential. AI outputs are treated as decision support, not as unquestionable truth.



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Trust is built through rigor and openness. Ensuring data quality, understanding model limitations, and documenting how AI systems are used are all critical elements. Compliance with regulatory requirements, data protection, and ethical standards is not optional; it is foundational. Responsible AI practices help ensure that these technologies strengthen confidence in our work rather than undermine it.

For employees across Biomedical Research, AI will increasingly become part of day-to-day work, often in subtle ways. Tools that help search scientific literature, analyze datasets, or generate first drafts of analyses are already available and evolving rapidly. Colleagues may notice that tasks take less time, that information is easier to access, or that insights emerge earlier in a project. Over time, familiarity with AI-supported tools will become as normal as using advanced spreadsheets or visualization software is today.

As roles evolve, certain capabilities will become more important. Curiosity about data, comfort with digital tools, and the ability to critically interpret AI-supported insights will be valuable across many functions. Formal technical expertise in AI will remain a specialized role, but basic understanding and confidence in working alongside these tools will benefit a wide range of colleagues.

Engaging with AI does not require becoming an expert overnight. Teams can start by using tools that are already approved and available, asking questions about how results are generated, and sharing experiences across projects. Dialogue between scientists, data specialists, and IT colleagues is essential to ensure that AI solutions address real scientific needs and fit seamlessly into existing workflows.

In summary, AI in Biomedical Research is best understood as an enabler: a way to amplify human expertise, accelerate scientific progress, and support better decisions throughout the research life cycle. By focusing on meaningful scientific use cases, responsible implementation, and transparent communication, Novartis aims to use AI in a way that strengthens trust, supports our people, and ultimately improves outcomes for patients.



AI in the fight against the shortage of skilled labor: a solution with side effects?

Everyone is talking about artificial intelligence nowadays. But will it really help to combat the shortage of skilled labor – or will it even exacerbate it? This question and others were the subject of the meeting of the Parliamentary Group for Education, Research and Innovation (PG BFI) in Bern on 19 March 2026.

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Business Association Chemistry Pharma Life Sciences

Representatives from politics, business and education discussed how AI is changing the world of work – and what this means for training and the demand for skilled workers.

Prof. Marcel Salathé, Co-Director of the AI Center at EPFL (Swiss Federal Technology Institute of Lausanne), stated firmly in his keynote speech that AI would make many processes more efficient, but would not necessarily destroy jobs. On the contrary, he said: “The assumption that AI will destroy thousands of jobs is based on a classic misconception, the ‘lump of labor fallacy.’ In fact,



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the amount of work is not limited. AI is creating new roles and new expertise is called for.” This could even make the shortage of skilled workers worse. The crucial thing is for people to acquire skills in AI, IT and critical thinking early enough to be able to use the technology as a genuine multiplier of their capabilities.

Nicole Koch, Managing Director of aprentas, focused on the impact on industry. “It’s not the change that is new, but the pace of it,” was her main point. What was especially important was that some entry-level jobs could be lost, even though these form the basis for the experts and specialists of tomorrow. So it’s all the more important for vocational training to keep evolving. Koch underlined the fact that “vocational training must deliberately create spaces where people can learn, and enable them to acquire the skills they need. Learning takes time, and training will remain an investment for the future.” Alongside expert knowledge, the importance of social and personal skills such as reliability, a sense of responsibility, creativity, collaboration and critical thinking will continue to increase.

During the subsequent panel discussion with Rémy Hübschi (SERI), Nicole Koch, Rudolf Minsch (economiesuisse) and Marcel Salathé, it became clear that AI is not a silver bullet for addressing the shortage of skilled workers. Rudolf Minsch pointed to demographic trends, noting that Switzerland could face a shortfall of around 460,000 workers by 2035. AI offers an opportunity to increase productivity per employee and thus help ease demographic pressures. However, unlocking this potential requires continuous upskilling so that people can keep pace with rapidly changing skills requirements.

As a result, education and training are becoming even more important. Traditional models are reaching their limits. What is needed is practice-oriented learning, flexible learning formats and the ability to adapt continuously to new requirements. AI can support this transformation, but the quality and practical relevance of education and training remain crucial. Education and training must continue to reflect the needs of the economy, and reforms need to be implemented more quickly.



Artificial intelligence emerges in the Holocene period

What began as a recurrent literary theme in mythology is now gradually forcing our society to change.



Alain Grimm
Cultural Manager Basel

Already, it seems hard to imagine our everyday lives without artificial intelligence (AI). It can be viewed as a synchronous phenomenon, with a real transformation taking place and the technology penetrating so many areas of life, including work, education and communications. Yet there are people I talk to who tell me that AI doesn't affect them and they're not going to try to get to grips with it. And it's not only among the older generation that I find this attitude. For many people, when they think about AI, they probably think primarily of ChatGPT, which has rapidly come to be widely regarded as synonymous with the technology as a whole. So, because





of this undifferentiated use of the term, which reflects either over-simplification or ignorance, many people don't even notice the extent to which the technology already pervades their daily lives. Take, for example, the personalized recommendations we see on streaming platforms or social media channels, or when we "google" or use translation aids and navigation systems, to name just a few areas where AI comes into play. Even when it comes to our healthcare, the technology has long since infiltrated our private lives, albeit insidiously so we barely notice it. This isn't surprising, because the dawn of artificial intelligence was not a single event – there was no "big bang" – nor is it a tangible object that we can suddenly hold in our hands and marvel at. The conceptual foundations for it were laid right back in the post-war years. It was the British mathematician Alan Turing who posed the question as to whether machines could think. Many people believe that this marked the actual intellectual start of what we now understand as AI. The concept of the power of the human imagination that, in the film "Terminator," unleashed a whirlwind of emotions ranging from fascination to fear, goes back a very long way. The clay figure of the golem originated in Jewish mysticism, while the bronze "robot" Talos served King Minos of Crete in Greek mythology. According to Max Frisch and his well-known books, artificial intelligence emerged in the Holocene epoch.

What began as a recurrent literary theme in mythology is now gradually forcing our society to change. In our everyday working lives, we are obliged to revise our concepts not only of knowledge and work, but also of creativity. Creativity seems to be particularly threatened by content generated by algorithms, but the Internet, the ways we communicate, our language and of course our cultural landscape are all changing. This makes the technology seem, above all, threatening, which may explain our instinctive rejection of it. However, this challenge also prompts us to question our abilities and social models, and to strive to im-



prove them. Does this mean that AI may even increase our resilience? Nevertheless, where people need to keep up with new developments, there are always some who will lose out. In contrast to the synchronous transformation that I described at the start, with AI penetrating many areas of our lives simultaneously, its integration into our society is happening asynchronously. Not everyone is keeping up with the changes. This is by no means new, and the introduction of AI is not the first example of this happening. Anxiety and stress have always gone hand in hand with new technologies.

I often hear people comparing the invention of the printing press in the 15th century with the development of AI. Are historical comparisons like that at all relevant or useful? What can we learn from them? The printing press meant that the cost of reproducing knowledge could be greatly reduced, with the emphasis on reproduction rather than production. This threatened the sovereignty of those who could interpret the knowledge, but only to a limited extent, because printing books was a high-cost, high-risk business. Only a few people could afford books, let alone read them. In contrast, there are fewer barriers to accessing AI. Free versions are available to all, and any reading or writing difficulties can be overcome by voice input and output functions. Furthermore, an important difference is that, while the printing press reproduced knowledge, AI can generate knowledge. Or rather, a more accurate explanation would be that it combines knowledge, because essentially it uses language models that work on the basis of probabilities. This very often leads to errors, so we should always feel obliged to verify generated texts and source materials. The printing press marked the start of the Early Modern period, a new era which saw multiple groundbreaking events such as the Reformation and humanism. The printing press was undeniably a driving force behind these. To what extent we are at the start of a new era now, we will know in a few decades' time. Certainly, Generation Beta (from 2025 on) will be the first generation to grow up never having known life without artificial intelligence.

A second example, along with the printing press, is the Industrial Revolution, which had a profound and revolutionary effect on manufacturing and the labor market from the middle of the 18th century. Here we can see very strong similarities with the fear of job losses that is accompanying the upheaval caused by AI. A few weeks ago, an article appeared in the “Frankfurter Allgemeine” newspaper about the jobs market in the USA, and the fact that economic growth is no longer necessarily associated with the creation of more jobs, which had previously been regarded as a reliable general principle. Artificial intelligence creates added value without generating more jobs. Whereas the Industrial Revolution primarily replaced muscle power, AI seems to threaten mainly jobs involving intellectual effort or repetitive work.



In this historic comparison between the printing press, the Industrial Revolution and AI, it is interesting to consider the typical societal and regulatory patterns. As is so often the case with innovative leaps forward – and this includes nuclear fusion and the Internet – there is a progression from a utopian or euphoric phase toward a moral momentum, characterized by a period of reflection and protest, which is normally followed by the introduction of regulation. Only then is the situation normalized. However, AI has set new standards for these processes in terms of speed, and change seems to be happening asynchronously across societies and in the regulatory bodies of different countries. Global networking and access to the Internet also make it difficult for individual countries to implement their own regulations, because the Internet recognizes no national borders.

Talking of borders – did you notice that in the film “Terminator 2” the two terminators talk to each other on the phone? AI communicating with AI. Perhaps we’ve already been doing that for quite some time, when we use AI-generated data to enter our next AI query. But, of course, AI has nothing to do with intelligence. It’s just about language models based on probabilities, or is it?





NAV OFFICE

Business College trainee Rojkan Unayuk

The most important aspect of membership in the Novartis Employees Association is the strengthening of employee participation rights.



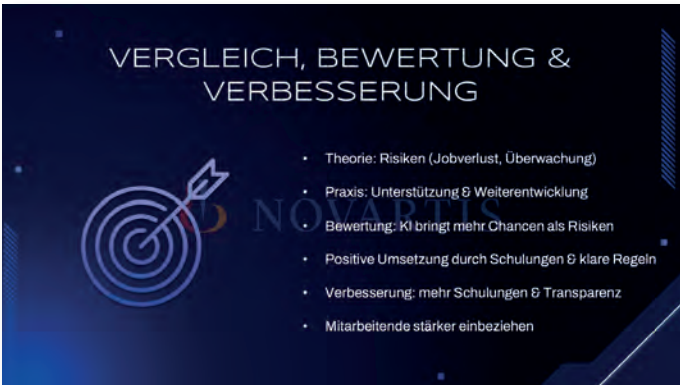
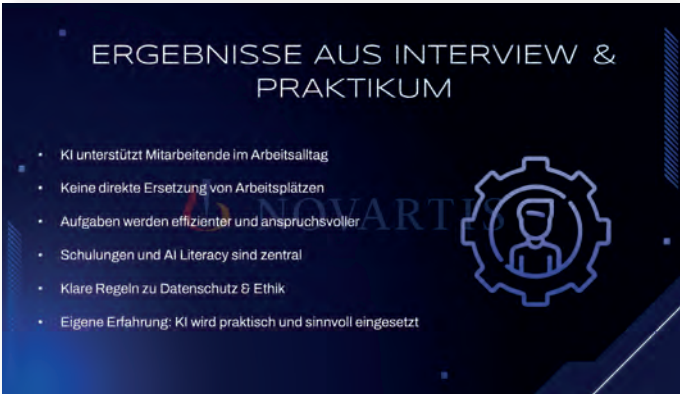
Rojkan Unayuk
Trainee at the NAV office

In August 2022, I started my vocational training to become a Commercial Employee EFZ (Swiss Certificate of Competence) at the Business College. During my first three years, I received a solid academic foundation and was able to build a broad base of knowledge in business-related subjects. Now that I'm in my fourth year of training, the practical component is my main focus. This will allow me to apply the knowledge that I've gained so far in my day-to-day work, but also deepen it with new experiences. A defining project during my time at college was the interdisciplinary project, the so-called IDPA, which I completed during my third year of training. My work

focused on the subject of “ARTIFICIAL INTELLIGENCE THREAT OR OPPORTUNITY?” in everyday life. This subject in particular has always fascinated me, as AI is increasingly becoming an inseparable part of our personal and professional worlds. Fortunately, I was also able to continue working on this project during my internship. Thanks to the help of Andrea Fedriga-Haegeli, I was able to find the perfect interviewee. It was indeed Bernd Bucher, who serves as the CIO and Global Head of Data, Digital and IT for Operations. The interview provided me with interesting insights into the fields of digitization, data and the application of AI in an international corporate environment.

For my internship, I chose the Novartis Employees Association since I wanted to better understand the role which an association like this plays within a large company. How the association addresses employees’ concerns, responds to them, and thereby improves the work environment. In addition to all this, the Novartis Campus also offers me an international setting where I can regularly use and further improve my English skills.

Sports play an important role in my leisure time. I especially enjoy playing soccer because this team sport offers me the perfect balance to the daily routine of college and work. What I appreciate about it is not only the physical activity, but also the team spirit, the discipline and ambition that this sport engenders. Moreover, I have also been serving as a referee for the Swiss Football Association for the past two years. This task has helped me to grow as an individual because I learned how to take on responsibility, make clear



decisions and how to remain calm and unflustered – even in challenging situations! Besides my participation in soccer, I train at the gym regularly to stay in shape and work toward my personal goals. Exercise helps me to think through things clearly and recharge my batteries.

Since joining the Novartis Employees Association, I have gained a wealth of new experiences. I was particularly struck by how much a welcoming and supportive work environment influences one's own motivation. I was well integrated into the NAV team from the very start, but also given the opportunity to take on responsibilities early on. This allowed me to become more independent, further refine my working methods and actively contribute my own ideas. My day-to-day work is quite varied. Among other things, I help to update and maintain the NAV website, assist with administrative tasks, as well as help to plan and organize various events and functions. These activities have shown me the importance of good organization, clear communication and a consistent approach to work. Another exciting part of my internship is participating in Welcome Day. This day is where new Novartis employees are welcomed and receive initial information about various internal services. At the Novartis Employees Association stand, I typically strike up conversations with new employees, explain what the association stands for and describe the benefits that come with membership. In this role, it is especially important for me to come across as friendly, self-assured and well-prepared, since first impressions often linger in people's memories for a long time. Membership of the Novartis Employees Association brings with it a wide range of benefits such as attractive discounts. But for me, the single most important benefit is that members strengthen their rights to have a say

in how the company is run. Every additional voice helps give the association more clout and represent employees' interests even more effectively.

After completing my vocational training, I would like to make a career transition into the field of financial consulting. This field aligns very well with my interests as it will allow me to apply my business knowledge in a practical way while also working directly with people. I find it particularly gratifying to talk through the financial questions and queries of my clients and then to help them to find the most appropriate solutions. My ambitions are to gain valuable experience in this field, further my professional development and to build a successful long-term career.





JOINING NAV



nav

novartis angestellten verband
novartis employees association



This is what the employees association offers you:

Your voice ✓

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

Your rights ✓

Labor law and social security insurance coverage

Your advantages ✓

Benefit from a wide range of discounts

Join us – **become a NAV member!**

Salutation

First name

Name

Home address

Zip/City

Telephone

Email

Personnel number

Contract (IEA/CBA/Management)

Date of birth

Correspondence language

Internal address:

Type of membership (membership fee per year)

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

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

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

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

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

* Including all benefits and services

I was recruited by:

Date and signature:

Fill in the registration form, sign it and send it to: NAV Office, WSJ-200.P.84 (Forum 1), P.O. Box, 4002 Basel or scan and send to nav.nav(at)novartis.com or apply online at **www.nav.ch**

A new chapter is about to begin ...

High levels of prosperity must not distract us from the fact that social achievements were fought for with great effort and can only be preserved through active solidarity.



Regula Steinemann
President of the Basel-Landschaft Eastern District Civil Court

Regula Steinemann has served as Executive Director of the Basel Region Employees Association (ARB), of which the Novartis Employees Association is a member, for 16 years. For 12 of those years, she served as Co-Executive Director alongside Dr. Hans Furer, from whom – as she repeatedly emphasizes – she learned a great deal. In addition to her work as an attorney and Executive Director, Regula Steinemann served on the Basel-Landschaft State Council from 2015 to 2023 and also served as its chair in 2021–2022. She has been a member of the Füllinsdorf Municipal Council since July 2024. Regula Steinemann was elected President of the Basel-Landschaft Eastern District Civil Court effective from 1 April 2026, and has therefore stepped down from her law practice and her role as Executive Director of the ARB. That's reason enough to once again highlight the ARB and its areas of activity and to briefly introduce Regula Steinemann's successor.



Basel Region Employees Association (ARB)

The ARB was founded in the 1930s; at that time, it was still termed an employees' cartel. It has always championed workers and their interests across the canton and throughout its various industries and sectors. The membership of the ARB is just as diverse as the city of Basel itself: members come from the life sciences through to the retail sector, including government employees, commercial employees, construction executives, bank employees, pharmacists, musicians, etc. (see www.arb-basel.ch). Experience shows that their requirements and needs are often the same,



regardless of the industry, and that support from an employee association is helpful. The Novartis Campus is a modern and attractive workplace that meets virtually every need. But Novartis and its employees are not immune to the changes beyond the campus and depend on favorable external conditions. Examples include an efficient public transportation system and a favorable taxation framework. It is not only economic conditions that will influence employment policy, but also, for example, the issue of cross-border commuters who travel to the region for work every day. For some, Basel is merely a place of sojourn – and yet we must still strive to raise awareness among both cross-border commuters and foreign workers about the issues of social partnership and solidarity. After all, job cuts and mass layoffs have long since ceased to be the exception, whether in the life sciences sector, the banking industry (the merger of UBS and CS), or the insurance industry (the merger of Baloise and Helvetia in the Basel region). In order for us to stand united and stronger in our efforts to secure good working conditions, it has become important to display solidarity and establish networks across industries, beyond personal horizons and also at a regional level. In this regard, it is important that the ARB retains a permanent secretariat with an executive management that always remains accessible.

Scope of activities of the ARB

The ARB, its Executive Board, and its administrative office are committed to advancing the interests of workers at various levels and across different sectors:

1. A collective bargaining agreement for the service sector, specifically for commercial employees in the Basel region

Collective bargaining agreements have enjoyed a long-standing tradition in Switzerland, and social partners have had considerable leeway in shaping them. The system of social partnerships – including the conclusion of collective bargaining agreements – works as long as both sides actually make concessions,



and the collective bargaining agreements include continual improvements that benefit employees.

The parties to the collective bargaining agreement (CBA) for the service sector in the Basel region are the Basel Region Employers' Association, the Basel Region Employees Association and the two Baselland and Basel-Stadt Chambers of Commerce. A milestone for the ARB has been that a completely revised collective bargaining agreement, which includes significantly improved conditions for employees, was able to take effect on 1 January 2026. The previous collective bargaining agreement had been in effect since 2006, with only a few wording amendments made in subsequent years. The new collective bargaining agreement is a modern and up-to-date set of rules that was negotiated over a period of more than two years and is something to be proud of. It is a fact that the employment conditions at Novartis generally go beyond the terms of the collective bargaining agreement. This is not surprising, given that the collective bargaining agreement also covers many small businesses in industries that do not generate significant added value. The joint committee typically meets twice a year to review the implementation of the collective bargaining agreement and discuss members' concerns.

2. Appointment of members to various government commissions and as judges

The Basel Region Employees Association sends representatives to various government commissions: the most important of these are undoubtedly the Tripartite Commissions of Basel-Stadt and Basel-Landschaft (supporting measures and unemployment insurance), whose task is to monitor the labor market and ensure that the working and wage conditions customary for the region and the industry are observed in sectors where there is no generally binding collective bargaining agreement.

In addition, the Basel Region Employees Association also appoints several judges to the Basel-Stadt Labor Court and the Basel-Stadt Arbitration Board for Discrimination Issues.

3. Events

The social aspect of association membership is always appreciated as well. A particular highlight is the spring drinks reception which takes place once a year as part of a panel discussion addressing current issues and is followed by a cross-industry exchange. The same applies to the annual delegates' meeting and the employee representatives' conference: both are aimed at employee representatives and any interested parties and will address a current topic in

a comprehensive manner as part of a conference. These two events have become well established over the past 16 years and are now highly anticipated for the association's members.

4. Legal advice as a service

Members of affiliated associations can contact the ARB's administrative office with any legal questions and will receive a legal assessment or guidance on the best course of action during a brief initial consultation. Today, many straight-forward legal questions can be answered using the internet and AI. However, there has been a trend toward an increase in sickness-related absences due to interpersonal problems in the workplace and cases of bullying.

A necessary commitment

The association owes its strength and growth above all to the many visionaries and volunteers who have championed the interests and concerns of workers. However, it is becoming increasingly difficult to find people now who are willing to stand up and go the extra mile for the interests of employees. And yet we still need volunteers who are willing to continue working, not only to bring about improvements, but also to maintain the status quo. There are plenty of areas where innovations can be brought about. The NAV is an important and steadfast partner for the ARB in this regard, which in turn also strengthens the association's standing in the region. The social partnership with Novartis and the reciprocal flow of information are also based on an equal footing and function well; the office is kept informed actively about any upcoming changes within Novartis.

Succession

The ARB's administrative office has been affiliated with the law firm of Furer & Partner (formerly Eckstein, Wyler and Furer) for decades, and that will continue to remain the case. Christoph Balmer has been practicing law since 2014 and has been a partner at Furer & Partner Rechtsanwälte since 2020; the firm specializes in labor law, family law, and criminal law. He is married, the father of two daughters and active both on and off the field in soccer and ice hockey. He was elected at the delegates' meeting on 8 June 2026 succeeding Regula Steinemann.

A wish for the future

It is indisputable that our standard of living is high. Regula Steinemann hopes that, in the future, employees will increasingly recognize how important the work of employee associations remains, even today. That's because the achievements of the past decades should not be taken for granted – they are the result of the dedication by many volunteers and those who serve in an honorary capacity. Solidarity should not be just a buzzword; rather, it should be imbued with real meaning. She hopes that her successor will find working for the Basel Region Employees Association to be just as enjoyable and rewarding as it has been for her. Her role as Executive Director was cherished as it was extremely broad in its scope, and the social aspect of the job was also particularly appreciated. Saying goodbye hasn't been easy and has been a tug at her heart.



WE SAY THANK YOU – and look back with gratitude!

An article in defense of the work of the Internal Employee Representatives (IPV) and the Novartis Employees Association, accompanied by two personal reflections.

The responsibilities of Internal Employee Representatives continue to receive too little attention and are frequently underestimated. It is also important to highlight the role of the Novartis Employees Association, without whose involvement many of these activities would be difficult to carry out. The association creates the necessary framework for arriving at workable solutions – but always in the interests of both employees and employers.

The following personal reflections, in particular, highlight just how formative and simultaneously challenging this work can be, and how much commitment, dialogue and mutual support make up its very core.



Susanne Hänni

Manager Campus and Neighborhood Engagement

Campaigning in the 2010 internal elections under a banner of “The key to success lies not primarily in facts and figures, but in people. Only by working together can we achieve our objectives,” I was successfully elected to the employee representative committee. Now, 16 years later, I am stepping down from this position.

What began as a heart-felt conviction back then has evolved, over the years, into a comprehensive and insightful journey of discovery. It is precisely this enthusiasm and conviction that Andrea Fedriga-Haegeli recounts in her story that have also shaped my journey.

Having been a party to countless meetings, thought-provoking discussions and shared successes, I witnessed just how much can actually be achieved through dialogue, trust and commitment – and how important it is to pass this commitment on to future generations.

My work on the employee representative bodies (ERB) has given me deep insights into a broad range variety of perspectives and showed me how crucial cooperation and mutual respect are in arriving at long-term solutions. It was particularly challenging for me to represent the interests of employees in their dealings with management while, at the same time, remaining mindful of economic circumstances.

Of course, there were also times when solutions weren't immediately apparent. These experiences brought home to me just how challenging – and



at the same time, deeply empathetic – this task is. Experiences that we have both shared in different ways.

This makes me all the more grateful when I look back over this period. I wish to extend my special thanks to the NAV and to all the members who have supported me during this time.



Andrea Fedriga-Haegeli
Head Visitor Services

I have Susanne Hänni to thank for the fact that, in 2014, I stood for election to the IPV for the 2014–2018 term of office. She approached me, piqued my interest and enthusiastically explained to me the many different areas that this role covers.

What she highlighted to me back then, in just how broad, challenging and impactful this work can be, is also reflected in her own long-standing commitment, as her retrospective above impressively demonstrates.

Anyone who knows Susanne knows that she doesn't beat around the bush. So, I certainly knew that work would be in store for me. In other words: roll up your sleeves and get to work! For the purposes of one of the most important tasks generally: representing the rights and obligations of employees. Twelve years have passed since then.

I look back with gratitude on a time that, as Susanne also describes, was marked by wide-ranging discussions, challenges and shared successes. I would like to express my gratitude for the trust that you placed in me.

The scope of responsibilities for Internal Employee Representatives will continue to remain a major challenge in the future. This makes it all the more important that you, our fellow employees and members, support the newly elected employee representatives in whatever way you can.

My special thanks go to the NAV Board and the Executive Office for their active support.

And no, this is not a farewell to the Novartis Employees Association, but rather a deliberate reassignment of its resources.

A shared vision

Our two paths show, from different perspectives, what the work of the employee representatives entails and how much it depends on cooperation.

This is all the more reason why we urge you, valued fellow employees and members, to actively support the newly elected employee representatives.

We wish the newly elected employee representatives all the best and an exciting and successful term in office.

Susanne Hänni & Andrea Fedriga-Haegeli

The newly elected ERB 2026–2030



Davide Lauditi
Chairman of the Employee
Representative Council
Vice President of Novartis
Pension Fund 1
Co-Chair NAV



Ralf Endres
Senior Principal Scientist |
Biomedical Research |
Board of Directors Novartis Euro-
pean Works Council | Vice
President of Novartis Pension
Fund 2



Clarissa Vajna
Expert Science & Technology |
Development-TRD
NCE-CHAD Small Molecule
Analytics



Andreas Eijgel
Expert Science & Technology |
Development-TRD | CHAD Mixed
Modalities



Nicole Tribelhorn
Global Service Lead HW &
User Account management |
Biomedical Research | Data and
Digital | Research Informatics



Marlon Hendricks
QC Specialist II
Operations



Hakan Topak
Expert Science & Technology |
Development | Technical
Research & Development |
NCE-ARD Small molecules-
Development Analytics



Nicole Bubendorff
Legal Contracts Advisor | EMEA
R&D Legal



Christian Wirz
Principal Support Analyst |
Biomedical Research | Research
Informatics | Data and Digital



Marie Mercier
Incident Manager R&D Quality



Yves Gschwind
Senior Clinical Sciences Trial
Leader | BR | CS&I Immunology



Shakiba Mazinani
AS&T Specialist | Validation
Study Coordination & Change
Control Management | Ope-
rations



Claudio Scalzo
Research Scientist ONC PH

We congratulate the elected
employee representatives!



Contest

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

In keeping with our focus, we did not formulate the questions ourselves, but left that to AI.

Three gift vouchers each valued at CHF 80.– from Basler Personenschiffahrt will be drawn from among the correct entries.



With just a little luck, you'll be one of the lucky winners and will soon be able to experience the city of Basel from an entirely different perspective. There's nothing like relaxing on water –



**The lucky winners of issue 2/2025
“Do good and talk about it!” were:**

Sonja Farkash, Bottmingen
Alain Kahn, Basel
Simone Pfirter, Pratteln

so please use the gift voucher however you like and treat yourself and your loved ones to an unforgettable cruise experience on the Rhine.

We look forward to your participation!

Contest questions

Submission deadline: 31 August 2026

First name

Name

Home address

Zip/city

1. In which area did Dr. Giovanni Caforio play a key role in achieving a breakthrough?

- ☐ Cardiac surgery
- ☐ Immunoncology
- ☐ Dentistry

2. How does AI differ fundamentally from printing press?

- ☐ AI generates or combines knowledge; the printing press reproduces it
- ☐ AI makes knowledge more expensive to access
- ☐ Book printing uses algorithms to generate text

3. What is one of the ARB's key areas of activity?

- ☐ Production of medicines
- ☐ Operation of hospitals
- ☐ Participation in collective bargaining agreements (CBAs)



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

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



ARAG



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



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