

# The NAV takes a clear position

## The Novartis Employees' Association will continually stand up for the interests of every employee at the company.

### Performance management process (PMP)

Unfair or incorrect workplace appraisals or applications of the PMP are the most common complaints made by employees here. There must be no set benchmarks. The PMP, its objectives and the calibration process must be fully understandable and transparent for employees. It must not lead to bafflement or dissatisfaction for anyone involved in the process. To this end, those carrying out the appraisals need to receive social skills training and careful instruction on how to carry out the processes.

*The NAV demands fair appraisals without set benchmarks and a permanent training of supervisors in social skills so that a correct and factual appraisal can be guaranteed.*

### Restructurings

We believe that no restructuring should be allowed to take place at the expense of employees. We are committed to upholding job security through qualifying professional development courses that are not only provided in response to demands during a restructuring.

*The NAV believes in job security through qualifying and continuous*

*professional development, not only in crisis situations, and in affordable early retirement conditions.*

### Salary development

The NAV regards salaries and therefore also salary increases to be an important part of the regard in which employees are held. Employees must share in the profits of Novartis, and not only through bonus payments.

We believe that a bonus should reflect the service rendered. Salary increases must be distinct and separate from any bonus payments.

*We are committed to ensuring that Switzerland as a business location continues to remain an appealing and highly skilled country in which to work.*

### Salary structures

Do employees receive a fair salary for the work they have carried out? Who reviews the appropriateness of this? Developments, changes and/or innovations are a part of our life. What used to be the accepted norm is not always better. This also applies to the new! That's why it's important we follow and monitor developments within the company. We will help to shape changes for the benefit of employees and, in doing so, will not concede to any deterioration of working conditions for Novartis employees.

*By having skilled employee representatives and using the right tools, the NAV can bring about changes for the benefit of employees.*