

The Novartis Employees Association has advocated for the interests of all employees at the company for 25 years. The NAV will continue to take that stand for you with the new candidates who are running. These are our priorities for the upcoming period of office:

- ✓ Organizational ombuds role
- ✓ Remuneration systems and performance appraisals
- ✓ Consultation processes
- ✓ Reorganizations without layoffs
- ✓ Restructurings
- ✓ Choice with Responsibility
- ✓ Preserving the business location
- ✓ Helping to shape regulations

#### **Ombuds role function – qualified assistance and intervention with asserting rights**

Unfair or inaccurate performance appraisals are the most common cause of complaint among employees. Appraisals must be comprehensible and transparent and must not cause a feeling of helplessness or discontent. Managers must be familiar with the processes and social skills must be trained.

With that in mind, the NAV requests that managers undergo regular training in social skills to ensure accurate and objective appraisals.

#### **Remuneration systems as well as performance appraisals and salary progression must be transparent, fair and comprehensible**

The NAV views salary and thus also salary increases as an important part of appreciation. The bonus should not be the only means for employees to participate in the success of Novartis. The bonus should reflect the performance provided.

Do Novartis employees receive adequate recompense for the work they do? Who reviews these developments? Progress and change are part of everyday life. Old ways are not always better – but the same goes for new ones! For this reason, we continuously monitor and observe developments. We'll support and help shape changes that benefit employees. But we will resolutely oppose any deterioration in working conditions.

## **Consultation processes – developing compelling proposed solutions and convincing the company of their benefits**

We believe that restructuring should not be carried out on the backs of employees. We are committed to job security through further training that gives employees the skills they need – something that should be provided not just in the event of restructuring.

## **Reorganizations without job losses – if these are unavoidable, only while safeguarding the social plan in place**

With competent employee representatives and the right tools, the NAV can make sure that changes benefit employees as well.

## **Restructurings – if these are unavoidable, only while safeguarding the social plan in place**

The NAV is committed to securing jobs through qualifying and continuous further training, and not just in crisis situations. Early retirement should be affordable. The valuable social plan clearly shaped by NAV representatives must be preserved.

## **Choice with Responsibility must not endanger our place of work or job security**

The focus of “Choice with Responsibility” must be on the work. We all bear responsibility towards our colleagues. The work we cannot do should not be left to others.

## **Preserving Switzerland as an attractive business location where highly qualified workers want to work**

We are committed to ensuring that Switzerland as a business location remains an attractive place to work.

## **Helping to shape regulations on operational safety for health and environmental protection**

The law assigns ultimate responsibility for operational safety and health and environmental protection to company management. The Swiss act on co-determination (Mitwirkungsgesetz, MWG) and legislation on accident prevention stipulate that employees have a say in how things are done. With the NAV candidates, you are choosing competent and committed employees who represent your interests. Your security is at stake. **So: Empower yourself, exercise your right to vote, elect the NAV.**