



Mental well-being and stress prevention in Novo Nordisk

Nadia El-Salanti

Organisational Psychologist

Novo Nordisk at a glance

Novo Nordisk is a leading global healthcare company, founded in 1923 and headquartered in Denmark.

Our purpose is to drive change to defeat diabetes and other serious chronic diseases such as obesity and rare blood and endocrine disorders.

We do so by pioneering scientific breakthroughs, expanding access to our medicines and working to prevent and ultimately cure disease.

1. <https://companiesmarketcap.com/pharmaceuticals/largest-pharmaceutical-companies-by-market-cap/>
(As of 4 April 2022).

Products marketed in
168
countries

Total net sales
140.8
billion DKK

Affiliates in
80
countries

Supplier of nearly
50%
of the world's insulin

More than
34
million people use our
diabetes care products



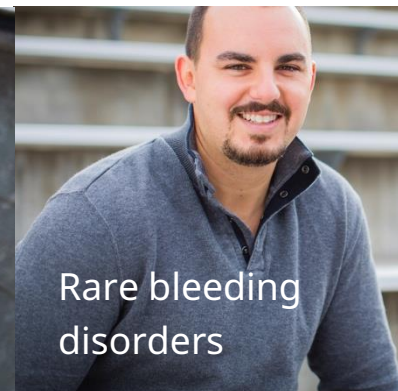
R&D centres
in China, Denmark,
India, UK and US

Strategic production
sites in Denmark,
Brazil, China, France
and US

Around
48,000
employees



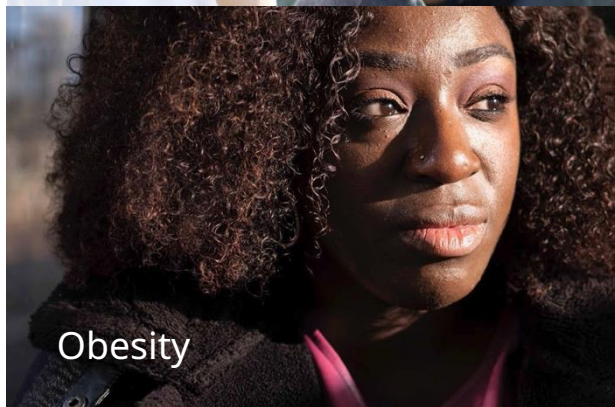
Growth
disorders



Rare bleeding
disorders



Diabetes

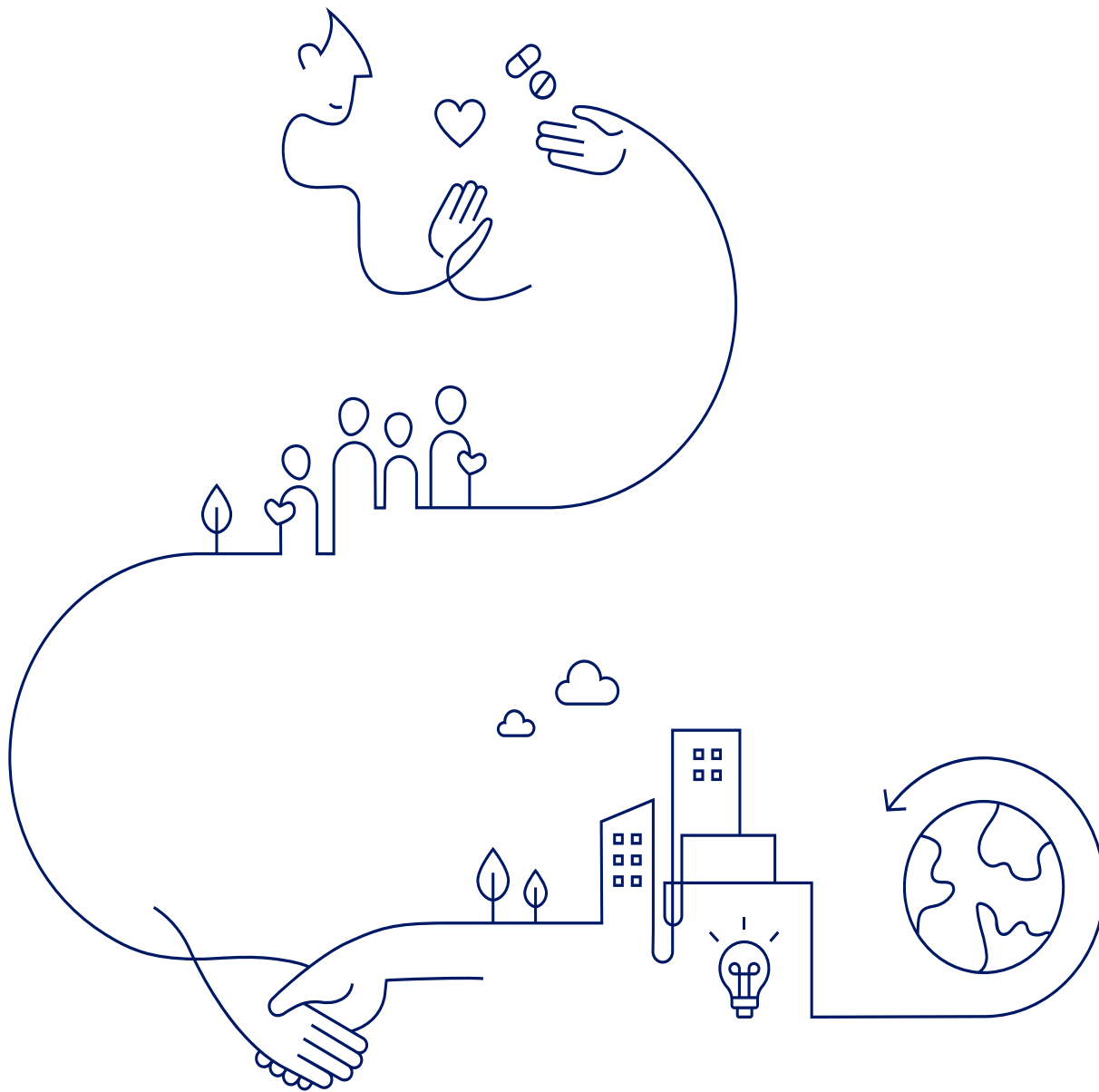


Obesity

The world's

6th

largest pharma company
measured by market value¹



Novo Nordisk approach to mental well-being

- We believe that a well designed psychosocial working environment is **requisite for performance** as well as it is a significant protective factor for mental well-being
- We acknowledge the presence of work related **stress** as an **occupational risk** in Novo Nordisk
- We acknowledge that it is our **responsibility** as an employer to manage stress and psychosocial risks at our workplace
- We monitor and **track progress**
- H&S Strategy – **reduce stress with 10%** pr. year in each EVP Area 2021-2023

Validated single-item measure of symptoms of stress

The following question is about stress. By stress, we mean a state where you feel tense, restless, nervous or troubled, or unable to sleep at night because you think of problems all the time.

Do you feel this kind of stress at present?

- Not at all
- Only a little
- Some
- Quite a lot
- Very much



14% reported stress symptoms in Novo Nordisk in 2022

46% felt stress symptoms for > 3 months

The following question is about stress. By stress, we mean a state where you feel tense, restless, nervous or troubled, or unable to sleep at night because you think of problems all the time.

Do you feel this kind of stress at present?

- Not at all 37%
- Only a little 25%
- Some 24%
- Quite a lot 10%
- Very much 4%

➤ 14%

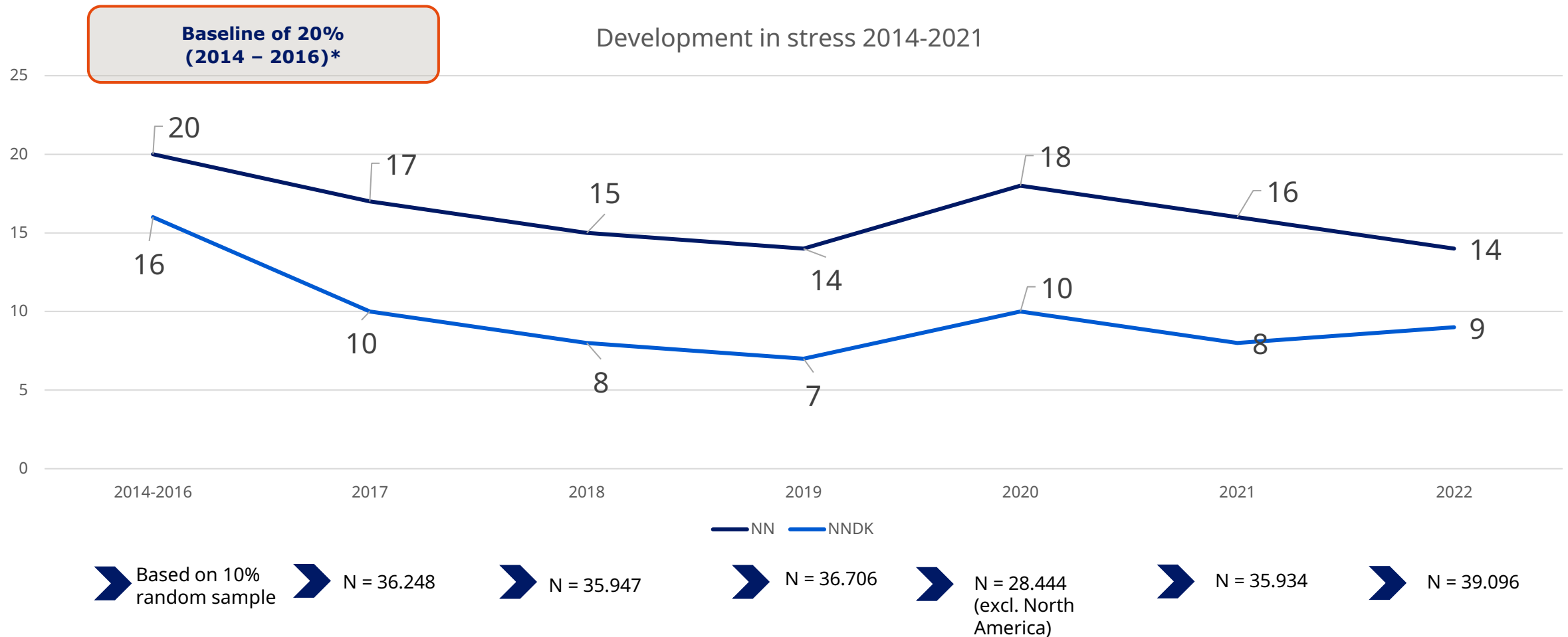
➤➤ N = 39.127

Follow-up questions to those that report stress ('only a little', 'some', 'quite a lot' or 'very much')

For how long have you felt stress?	
Less than 2 weeks	15%
2-4 weeks	14%
1-3 months	25%
More than 3 months	46%

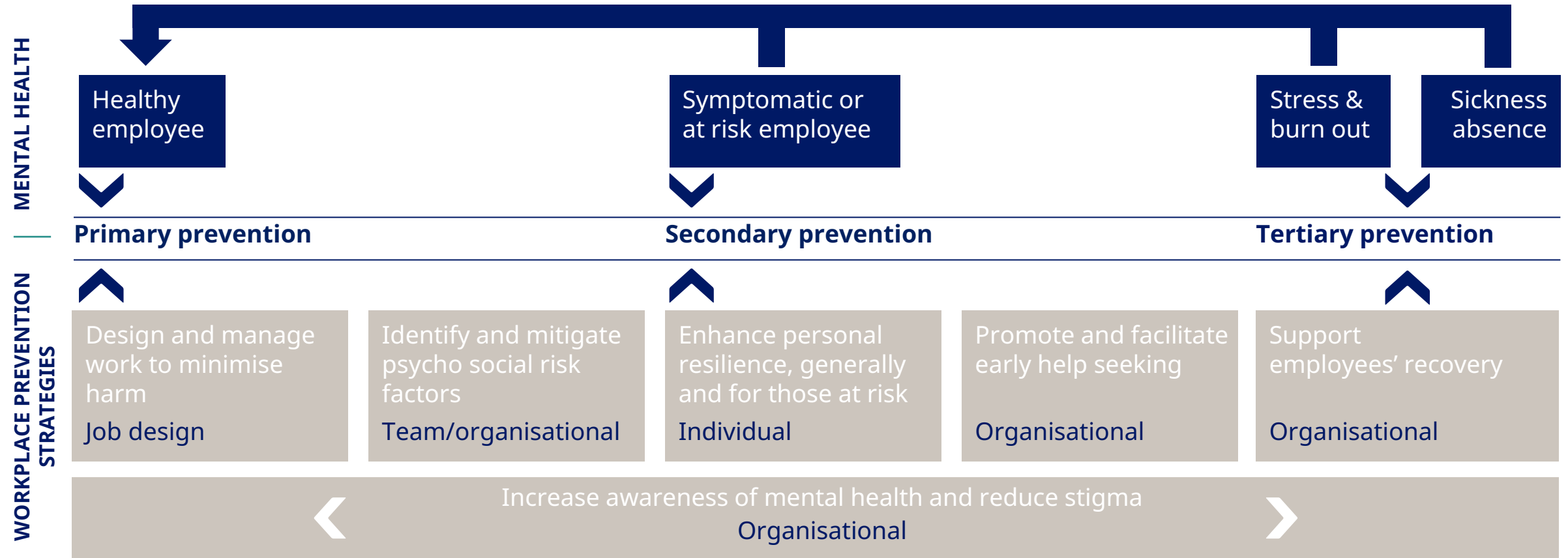
What is the main cause to your stress?	
Mainly conditions at work	50%
Mainly conditions in my personal life	4%
A combination of conditions at work and in my personal life	40%
Don't know / Other	6%

Stress symptoms in NN and NNDK from 2014 to 2022



* Baseline of 20% in Novo Nordisk reporting 'quite a lot' or 'very much' based on the results of three consecutive years' surveys conducted in 2014, 2015 and 2016

Mental Well-being Strategy



Adapted from: 'Developing a mentally healthy workplace:
A review of the literature', Harvey S, Joyce S, Tan L, et al, Sydney 2014

Mental Well-being: Roles & responsibilities

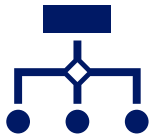
NN H&S

- Corporate direction & tools
- HR training & support
- Annual monitoring
- Train and support HSO



Local P&O

- Ensure LoB ownership
- Integration into local systems
- Train & support managers



Senior Management

- Ensure a robust and healthy organisation by balancing resources and expectations
- Attend to the mental well-being among line managers



Line managers

- Know how to prevent, spot and act on stress symptoms
- Identify and take action towards **psychosocial risk** factors in the team



OHS rep's

- Observe, inform and cooperate with mgmt. with regards to psychosocial work environment



Employees and teams

- Know how to prevent, spot and act on own and colleagues' stress symptoms
- Take active part in the mapping and handling of psychosocial risk factors

The 6 job-factors have a positive impact on mental wellbeing when present and negative when lacking

Negative outcome if lacking

Powerlessness
Helplessness

Loneliness
Isolation

Insecurity
Uncertainty

Frustration
Worthlessness

Alienation
Pointlessness

Stress
Apathy

Psychosocial factor

Influence/control

Social support

Predictability

Recognition

Meaning

Balanced demands

Positive outcome if present

Action competence
Accountability

Social anchoring &
integration

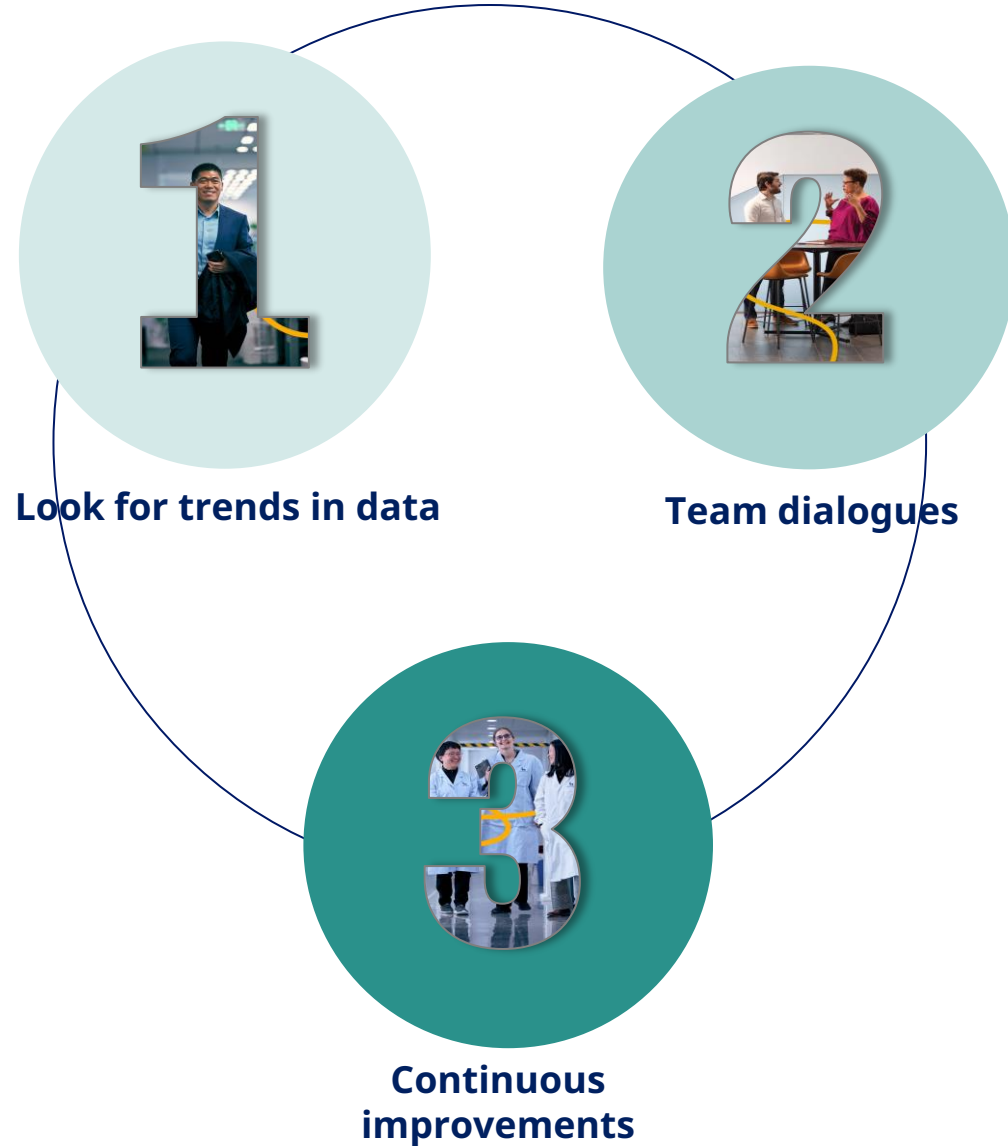
Security and certainty

Personal dignity & sense of worth

Sense of coherence – inner
satisfaction

Personal development & well-being

Psychosocial workplace assessment



Psychosocial factors

Influence	<ol style="list-style-type: none">1. I have the authority to make the decisions necessary to do my job2. I feel encouraged to come up with new and better ways of doing things3. We have an environment where employees can challenge the status quo4. I feel free to speak my mind
Meaning	<ol style="list-style-type: none">1. My job makes good use of my skills and abilities2. I understand how my work impacts the people we serve3. I understand how my job contributes to the success of Novo Nordisk4. I feel like I really belong at our company5. I understand how my performance is evaluated
Recognition	<ol style="list-style-type: none">1. My manager recognizes my accomplishments2. There is an equal opportunity for people to have a successful career at the company3. I am given the opportunity to improve my skills at the company4. My manager provides useful feedback on my performance.
Social support	<ol style="list-style-type: none">1. My manager treats me with respect2. My team members work well together3. My team has a climate in which diverse perspectives are valued
Demands / resources	<ol style="list-style-type: none">1. I am able to balance my work and personal life
Predictability	<ol style="list-style-type: none">1. I know what is expected of me at work

Bottom-up approach to ensure NN's ambition of being a Sustainable Employer

Main principle; management driven team dialogue

- Utilise the Evolve follow-up dialogues to engage with the employees to understand their needs and assessment of the psychosocial working environment
- Make sure to have the teams **core tasks** as the starting point for the dialogue
- Discuss what works and what needs to be improved (as specific as possible)
- Ensure **co-creation of solutions** (high degree of employee involvement)
- Take action and improve identified challenges by using the IGLO action plan model

IGLO action plan template

Issue to be addressed:

INDIVIDUAL

What should the individual employee do?

Describe

GROUP

What should we do together in the team?

Describe

LEADER

How should our leader support?

Describe

ORGANISATION

What could be escalated?

Describe

Efficient action planning - IGLO escalation process



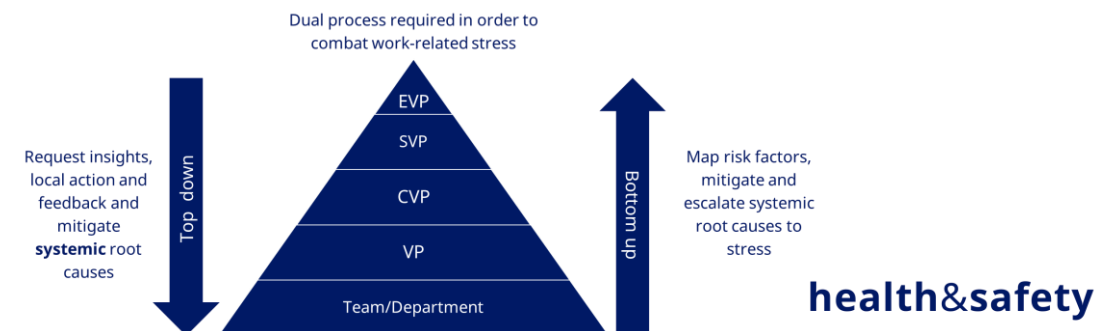
- Is there a trend in the team's IGLO action plans?
- Identify key issues in area and summarise for the department/functional area

Trends and key issues re. mental well-being
> INSERT NAME OF FUNCTIONAL AREA <

TRENDS	Describe
Are there any trends in what the different teams are addressing in their IGLO action plans?	

KEY ISSUES	Describe
What are the key organisational issues that need to be addressed?	

health&safety



Trends and key issues re. mental well-being

> INSERT NAME OF DEPT/FUNCTIONAL AREA <

TRENDS

Are there any trends in what the different teams are addressing in their IGLO action plans?

Describe

KEY ISSUES

What are the key organisational issues that need to be addressed?

Describe

Efficient action planning - IGLO escalation process



- What is trending from the different areas?
- Identify key issues and summarise further

Well-being Data 10 May 2022

Trends and key issues re. mental well-being
> INSERT NAME OF FUNCTIONAL AREA <

TRENDS Are there any trends in what the different teams are addressing in their IGLO action plans?	Describe
KEY ISSUES What are the key organisational issues that need to be addressed?	Describe

health&safety



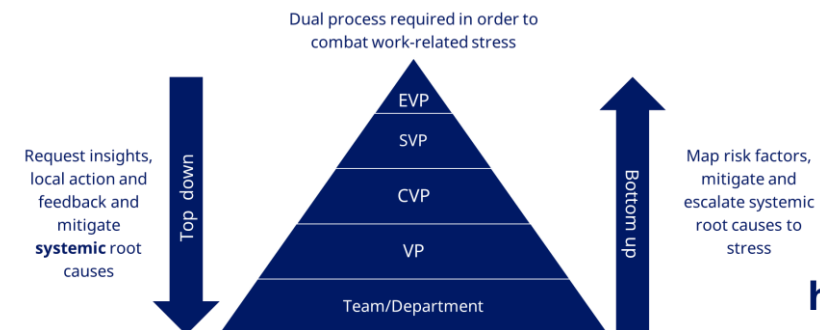
- Is there a trend in the team's IGLO action plans?
- Identify key issues in area and summarise for the department/functional area

Well-being Data 10 May 2022

Trends and key issues re. mental well-being
> INSERT NAME OF FUNCTIONAL AREA <

TRENDS Are there any trends in what the different teams are addressing in their IGLO action plans?	Describe
KEY ISSUES What are the key organisational issues that need to be addressed?	Describe

health&safety



Examples on organisational level actions to reduce stress

- Considering the pace by which organisational changes are conducted + manage emotions following an org. change.
- Balancing resources and expectations
 - *Ensuring clear direction and prioritisation*
 - *Adjusting targets, timelines and expectations*
- Agreements on how to ensure sustainable work life when working across time zones
- Hiring ahead of the curve and adjusting expectations to performance until people are fully on-boarded
- Promoting healthy work habits, limiting the number of meetings and legitimising a break culture that allows adequate time for restitution.
- Fostering an environment where employees 'dare to share' how they are really feeling.



Best practices | a holistic approach

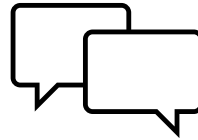
Mgmt. team workshop



Identify and mitigate **systemic** root causes to stress

Mutual understanding, commitment and action planning

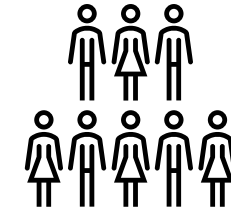
Team dialogues and 1:1's



Adressing risk factors in the unit's working environment and leadership follow-up on individual well-being

Continuous focus on employee health and well-being

Employee session

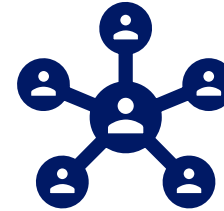


Signs of stress to **look out for**. Tips and tricks on healthy work habits

Individual awareness and peer support. Healthy work habits

Summary:

Steps to improve mental well-being



Take appropriate action

Ensure action at Individual, Group, Leadership and Organisational level (IGLO)



Identify psychosocial risk factors

Engagement survey results and dialogue tools available for a bottom-up process



Open and honest team dialogue

Build awareness and take the stigma out of stress

Acknowledge the challenge

Ensure strong management commitment

Mandy Marquardt
Team Novo Nordisk
Professional track cyclist



Thank you for your attention

