



Organisational level stress prevention in Novo Nordisk

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Health & Safety 2020 Ambitions

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Safety



We embrace a zero injury mind-set and will not accept people being injured due to our working conditions

Ergonomics



We work within workplace ergonomics in order to increase well-being and reduce pain



Health Promotion



We enable our employees to live healthier and more productive lives

Mental well-being



We work to maintain the high engagement level and reduce the share of employees reporting stress symptoms

Novo Nordisk approach to mental well-being

- We believe that a **well designed psychosocial work 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 a possible flipside of high engagement and hence **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

Still high engagement level

The Utrecht Work Engagement Scale (UWES 9)

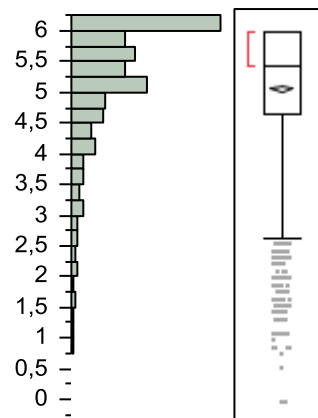
| | Almost never | Rarely | Sometimes | Often | Very often | Always |
|-------|----------------------------|----------------------|---------------------|-------------|--------------------|-----------|
| 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| Never | A few times a year or less | Once a month or less | A few times a month | Once a week | A few times a week | Every day |

1. At my work, I feel bursting with energy
2. At my job, I feel strong and vigorous
3. I am enthusiastic about my job
4. My job inspires me
5. When I get up in the morning I feel like going to work
6. I feel happy when I am working intensely
7. I am proud of the work that I do
8. I am absorbed in my work
9. I get carried away when I'm working

Mean: 5.07

N = 2689

NN total 2015: 4.97



Validated stress symptoms survey item*

The following question is about stress. By stress, we mean a situation 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 much
- Very much

For how long have you felt this stress?

- Less than 2 weeks
- 2-4 weeks
- 1-3 months
- More than 3 months

What causes you to feel stress?

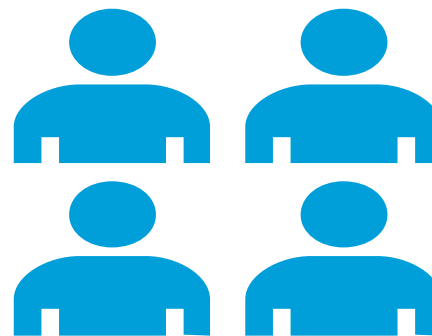
- Mainly conditions at work
- Mainly conditions in my personal life
- A combination of conditions at work and in my personal life
- I don't know /other

* Ero A-L & A. Leppänen: Validity of a single-item measure of stress symptoms. *Scand J. Work Environ Health*. 2003, vol. 29, no.6: 444-451

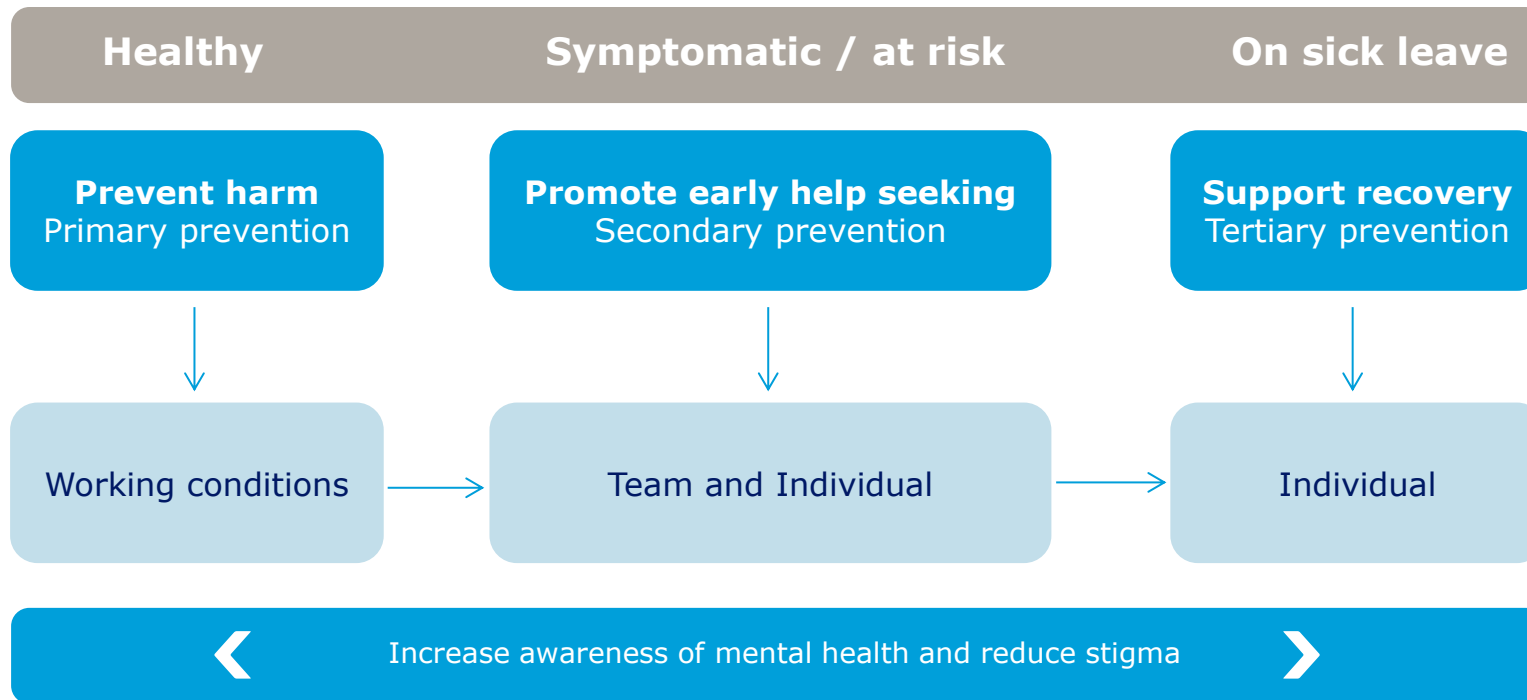
Question to the audience

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How big a share (percentage) of the respondents do you think replied 'quite much' or 'very much'?

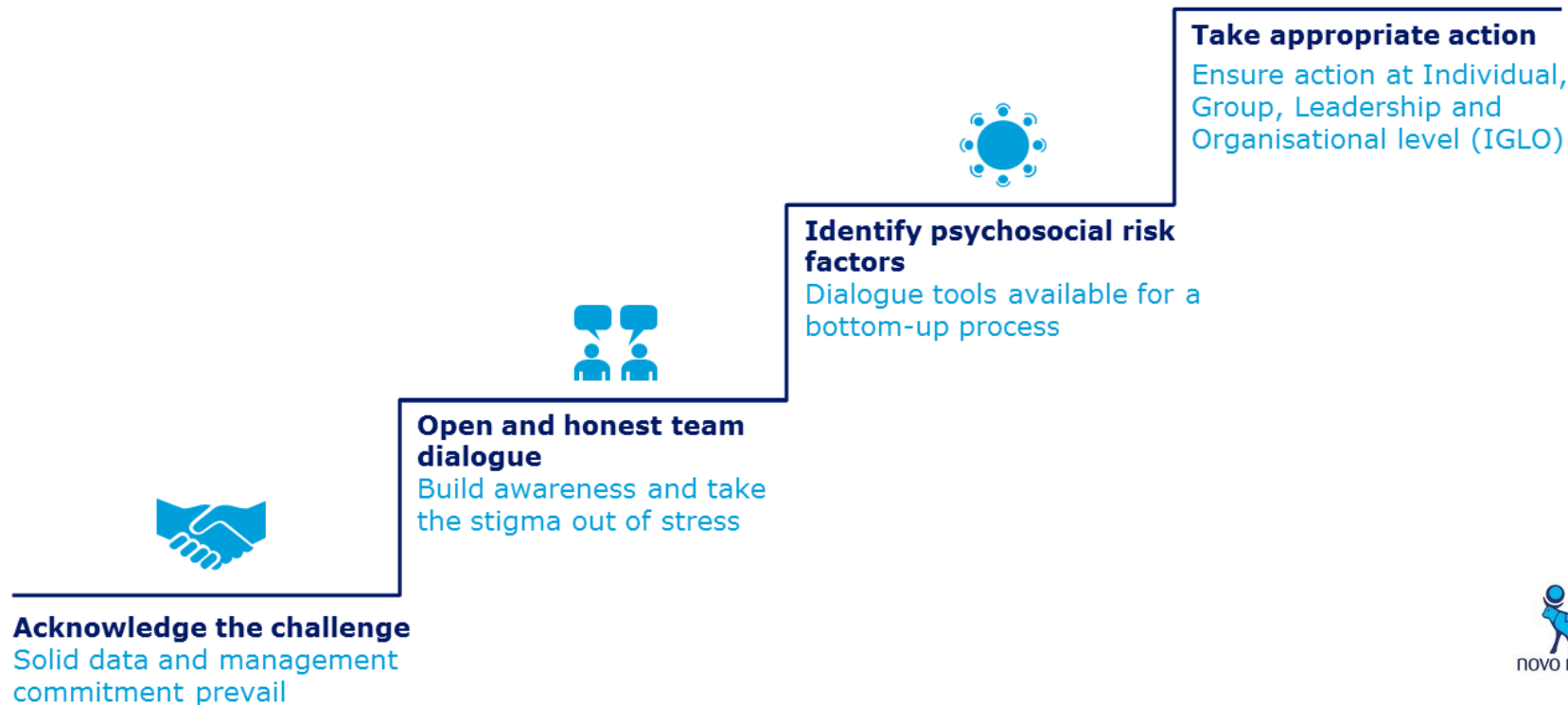


Mental well-being strategy frame work **Health & Safety**



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Steps to improve mental well-being



Case

Mental well-being in R&D

Purpose of the R&D well-being project

In 2014...

High levels of reported stress symptoms among employees in R&D (approx. 15%)

In 2015...

R&D Man wished to ensure that appropriate action were taken at all levels of the organisation and initiated a bottom-up process of identifying and mitigating psychosocial risk factors.

It was further more decided to **investigate if there were issues of a more structural nature** that needed attention from Senior Management

Leadership capabilities and team dialogues

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Organisational action plan



Organisational

Team action plan



Individual



Group



Leader

Well-being in R&D – IGLO action template

SEND TEMPLATE TO: Well-being_RD@novonordisk.com

| Level | Which actions should be taken? | Who is responsible for the action? | Who else should contribute/participate in the process? | Timeframe Start date - deadline? | How and when do we evaluate the effect of the action plan? |
|--------------|--|------------------------------------|--|-------------------------------------|--|
| Individual | What should the individual employee do | | | | |
| Group | What to do together in the team | | | | |
| Leader | How can the manager contribute | | | | |
| Organisation | What to be escalated to next level | | | | |

A series of tools available on GlobeShare

Team dialogue meeting

Encouraging and well-being in the workplace

0,5 days



facilitator

The delfi method

The delfi method

0,5 days



facilitator

Screening method

A simple screening method

0,5 days



facilitator

The health & safety barometer

During a team dialogue



facilitator

The post-it method

A simple method for team dialogue

0,5 days



facilitator

Dialogue game

A board game for team dialogue



facilitator

Future workplace

This tool focuses on how the team would like their psychosocial work environment to be in the future.



0,5 days



5-12 people

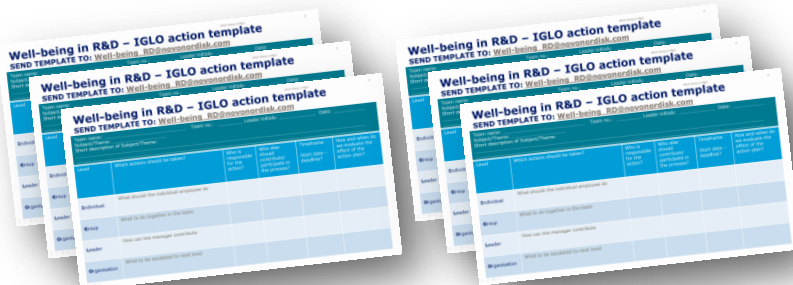


none

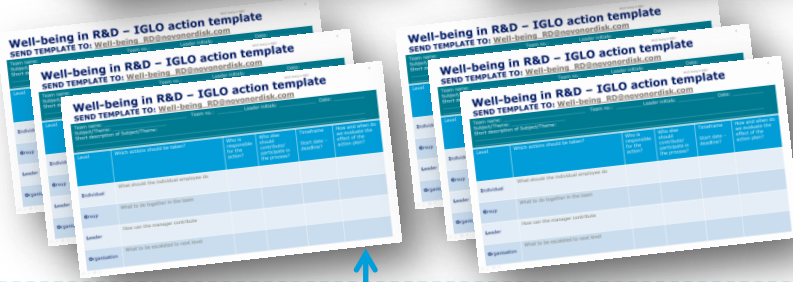
- All leaders trained by HR to conduct team dialogues
- All teams requested to assess the risk factors using one of the dialogue tools
- It was at each leader's discretion to choose the tool best fit
- Findings should be briefly documented and shared with the OHS organisation using IGLO action plan template.

Consolidation of findings in management teams upwards in the organisation

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- Is there a trend in the team IGLO action plans?
- Identify key issues in area and summarise into own IGLO action plans



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Dual process required in order to combat work related stress:



Number of teams and action plans in the database

| SVP area | Nr. of teams registered in the data base | Nr. of submitted action plans |
|------------------------------------|--|-------------------------------|
| Global Development | 96 | 208 |
| Global Research | 96 | 249 |
| Regulatory Affairs | 38 | 67 |
| CMC Supply | 125 | 247 |
| Device R&D | 25 | 51 |
| Strategic R&D | 3 | 5 |
| External Inn. and stakeholder rel. | 2 | 10 |
| Total | 385* | 837 |

**A total of 403 teams have participated in the process. In cases where two or more teams have collaborated and submitted joint action plans they are registered as one team in the database, hence the total of 385 and not 403 teams.*

Actions escalated to next level (O-level)

What



The O-level contains the distribution of actions that teams have chosen to escalate to the next level

n and %



A total of 268 teams (equalling 70% of all 385 teams that have submitted action plans) have escalated actions to next management level

2016: Focus on action and continued dialogue

Cross-R&D initiatives

Structural component

Prioritisation model/process to prioritise R&D pipeline projects and secure clear communication of priorities.

Cultural component

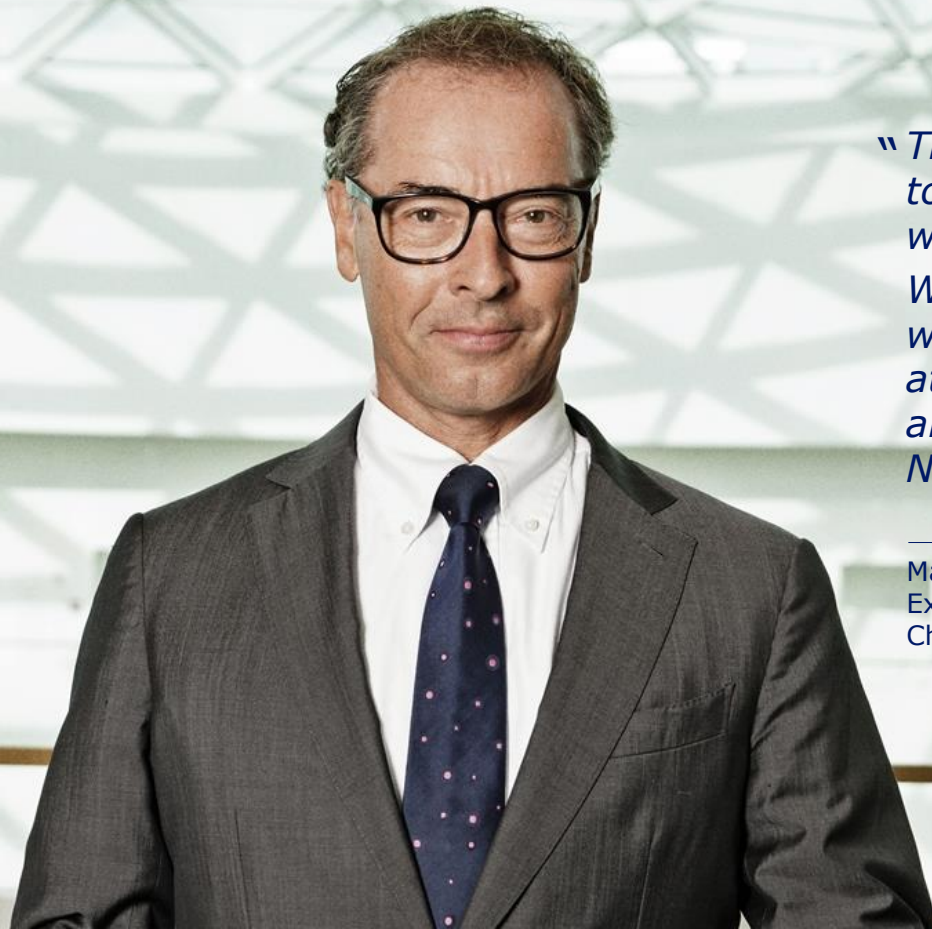
Increase awareness of the cultural aspects that influence wellbeing and affect R&D productivity

SVP-area initiatives

Local focus

Act on findings from 2015 and continue dialogue in teams to assess risk factors



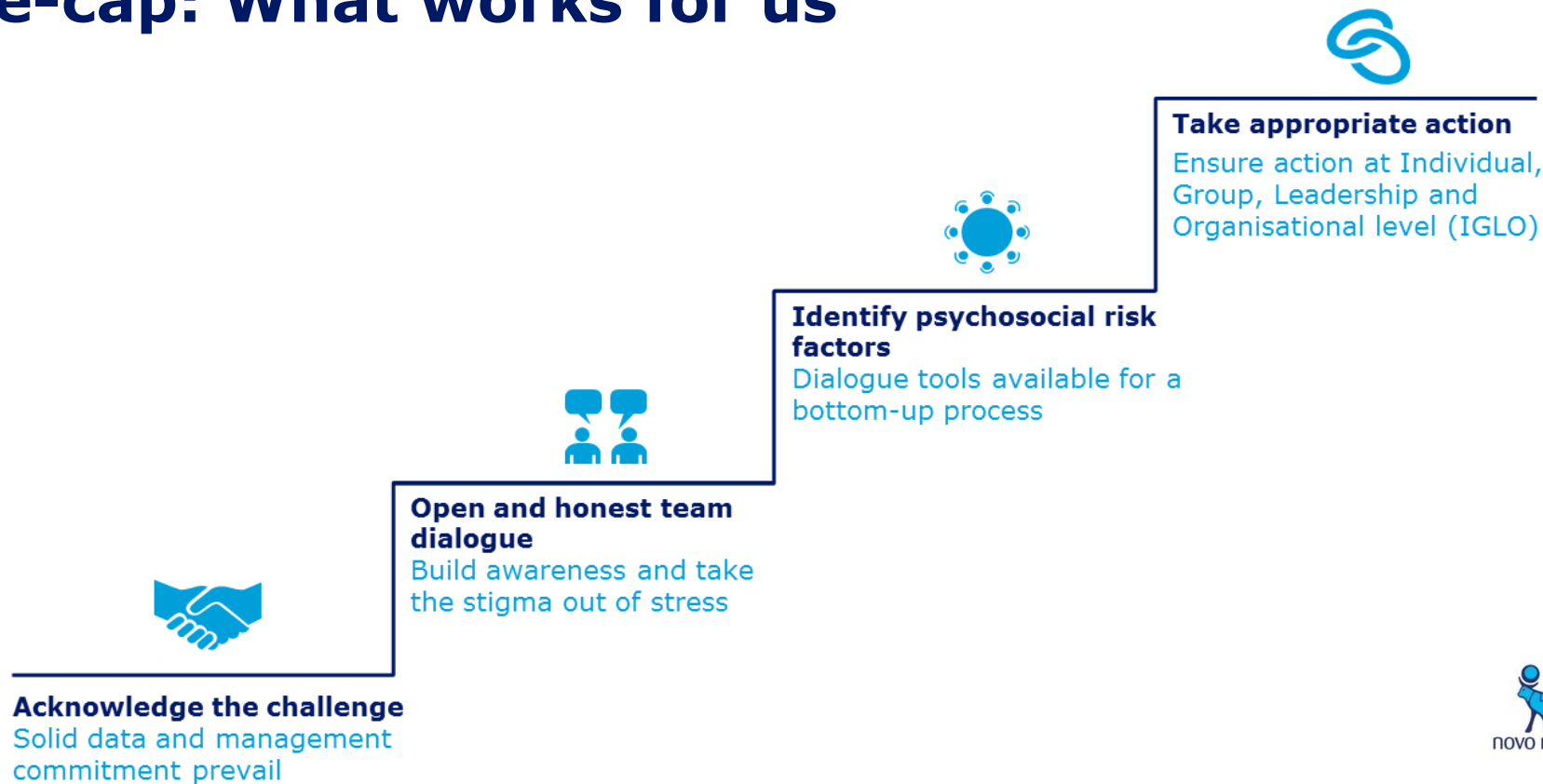


“ This is just the beginning of our journey to jointly improve our psychosocial working environment.

We need to continuously and collectively work on it. I encourage everyone to be attentive to each other and to your team and act in accordance with the Novo Nordisk Way.”

Mads Krogsgaard Thomsen
Executive Vice President and
Chief Science Officer

Re-cap: What works for us



Thank you for your attention

