

Mental well-being in Novo Nordisk

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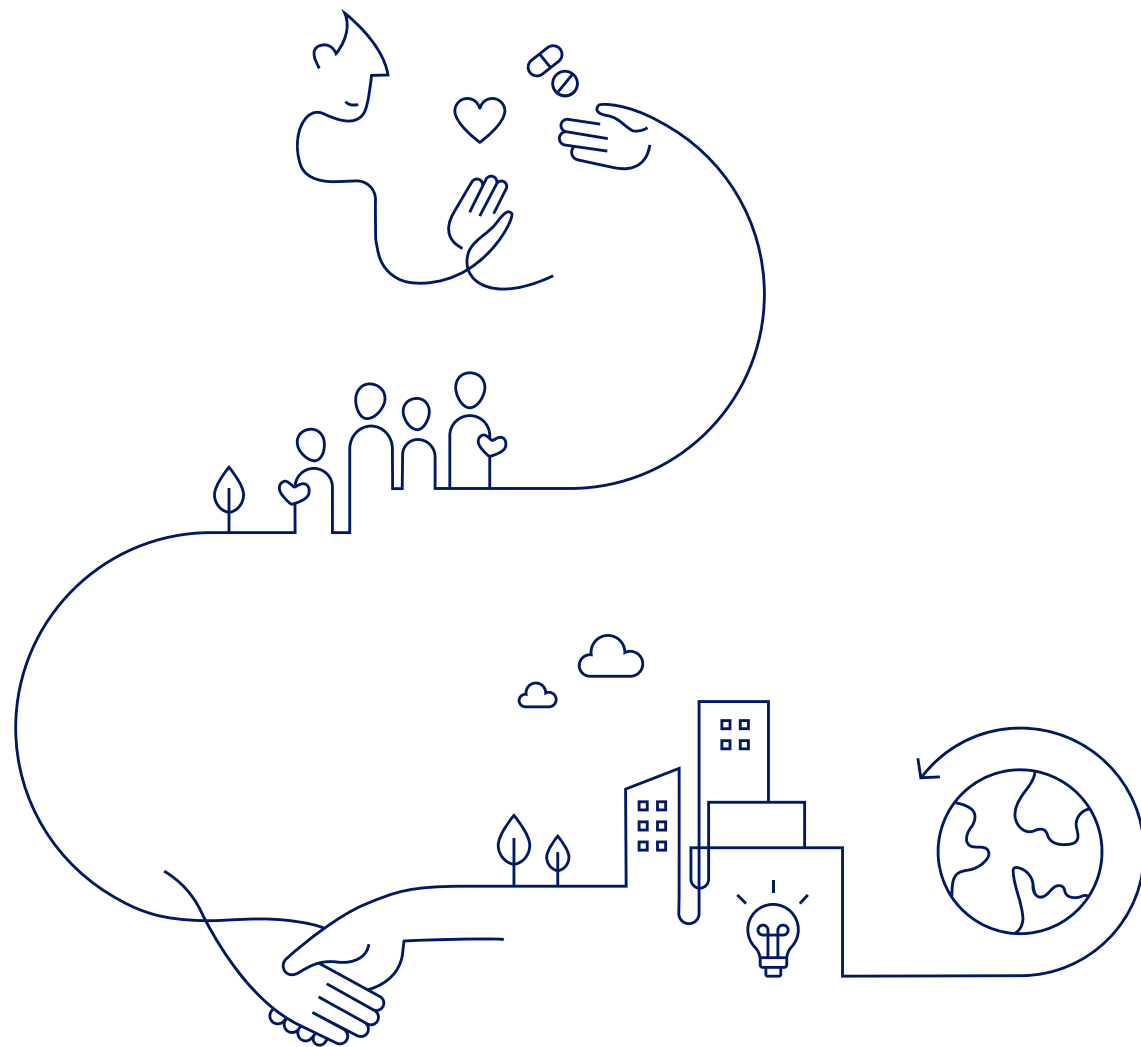
Organisational Psychologist,

NN Health & Safety

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Bagsværd





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

COVID-19 impact on stress numbers

Focus on what is **within our control** as an employer to mitigate stress

Outside control

To some degree the stress numbers can be explained by the pandemic itself and other factors **outside our control** as an employer e.g.:

- Fear for contamination (self or relatives)
- Financial or political concerns (e.g. spouse being unemployed, local country's GNP, healthcare system etc. under pressure)
- Untrustworthy country communication and insecure HCP infrastructure
- Considerable decrease in social activities
- Increased domestic work (home schooling, child/elder care, cooking, cleaning etc.)



Within control

To some degree the stress numbers can be explained by *work conditions* and Covid-19 induced changes in these **within our control** as an employer and employee e.g.:

- Organisational structure
- Long hours, work overload and pressure
- Frequent org. changes in insecure times
- Task interdependence
- Unclear management and work role
- Organisational change with inadequate consultation
- Unclear direction
- Poor social environment
- Downsizing and redundancies

Phases of work-life during COVID-19

First weeks of lock down

Immediate crisis response

Emotional reactions:
Chock, concerns and anxiety, but
also high levels of engagement,
drive, and good spirits



I can do this!

Up till 6 months of lock down

From crisis to operations

Emotional reactions:
Coping actively, managing the
situation, beginning to get tired-out

Mon 8/26	Tue 9/26	Wed 9/27	Thu 9/28	Fri 9/29
TEACHER WORK WEEK	Countywide Professional	Field Day	CTES MEET THE TEAM	
8:00-8:30 Breakfast	8:00-8:30 Breakfast	8:00-8:30 Breakfast	8:00-8:30 Breakfast	8:00-8:30 Breakfast
8:30-9:00 Faculty Meeting	8:30-9:00 Faculty Meeting	8:30-9:00 Faculty Meeting	8:30-9:00 Faculty Meeting	8:30-9:00 Faculty Meeting
9:00-9:30 Leadership Team	9:00-9:30 Leadership Team	9:00-9:30 Leadership Team	9:00-9:30 Leadership Team	9:00-9:30 Leadership Team
9:30-10:00 8th Grade	9:30-10:00 8th Grade	9:30-10:00 8th Grade	9:30-10:00 8th Grade	9:30-10:00 8th Grade
10:00-10:30 9th Grade	10:00-10:30 9th Grade	10:00-10:30 9th Grade	10:00-10:30 9th Grade	10:00-10:30 9th Grade
10:30-11:00 10th Grade	10:30-11:00 10th Grade	10:30-11:00 10th Grade	10:30-11:00 10th Grade	10:30-11:00 10th Grade
11:00-11:30 11th Grade	11:00-11:30 11th Grade	11:00-11:30 11th Grade	11:00-11:30 11th Grade	11:00-11:30 11th Grade
11:30-12:00 12th Grade	11:30-12:00 12th Grade	11:30-12:00 12th Grade	11:30-12:00 12th Grade	11:30-12:00 12th Grade
12:00-12:30 Lunch	12:00-12:30 Lunch	12:00-12:30 Lunch	12:00-12:30 Lunch	12:00-12:30 Lunch
12:30-1:00 1st Grade	12:30-1:00 1st Grade	12:30-1:00 1st Grade	12:30-1:00 1st Grade	12:30-1:00 1st Grade
1:00-1:30 2nd Grade	1:00-1:30 2nd Grade	1:00-1:30 2nd Grade	1:00-1:30 2nd Grade	1:00-1:30 2nd Grade
1:30-2:00 3rd Grade	1:30-2:00 3rd Grade	1:30-2:00 3rd Grade	1:30-2:00 3rd Grade	1:30-2:00 3rd Grade
2:00-2:30 4th Grade	2:00-2:30 4th Grade	2:00-2:30 4th Grade	2:00-2:30 4th Grade	2:00-2:30 4th Grade
2:30-3:00 5th Grade	2:30-3:00 5th Grade	2:30-3:00 5th Grade	2:30-3:00 5th Grade	2:30-3:00 5th Grade
3:00-3:30 6th Grade	3:00-3:30 6th Grade	3:00-3:30 6th Grade	3:00-3:30 6th Grade	3:00-3:30 6th Grade
3:30-4:00 7th Grade	3:30-4:00 7th Grade	3:30-4:00 7th Grade	3:30-4:00 7th Grade	3:30-4:00 7th Grade
4:00-4:30 8th Grade	4:00-4:30 8th Grade	4:00-4:30 8th Grade	4:00-4:30 8th Grade	4:00-4:30 8th Grade
4:30-5:00 9th Grade	4:30-5:00 9th Grade	4:30-5:00 9th Grade	4:30-5:00 9th Grade	4:30-5:00 9th Grade
5:00-5:30 10th Grade	5:00-5:30 10th Grade	5:00-5:30 10th Grade	5:00-5:30 10th Grade	5:00-5:30 10th Grade
5:30-6:00 11th Grade	5:30-6:00 11th Grade	5:30-6:00 11th Grade	5:30-6:00 11th Grade	5:30-6:00 11th Grade
6:00-6:30 12th Grade	6:00-6:30 12th Grade	6:00-6:30 12th Grade	6:00-6:30 12th Grade	6:00-6:30 12th Grade

We are doing it - together!

6 – 12 months of lock down

Prolonged periode of operations in crisis mode

Emotional reactions:
Drained, fatigue, despondency



Will this never stop?

Gradual return to office

Establishment of a New Normal.
Varying needs and wishes.
Hybrid Teams.

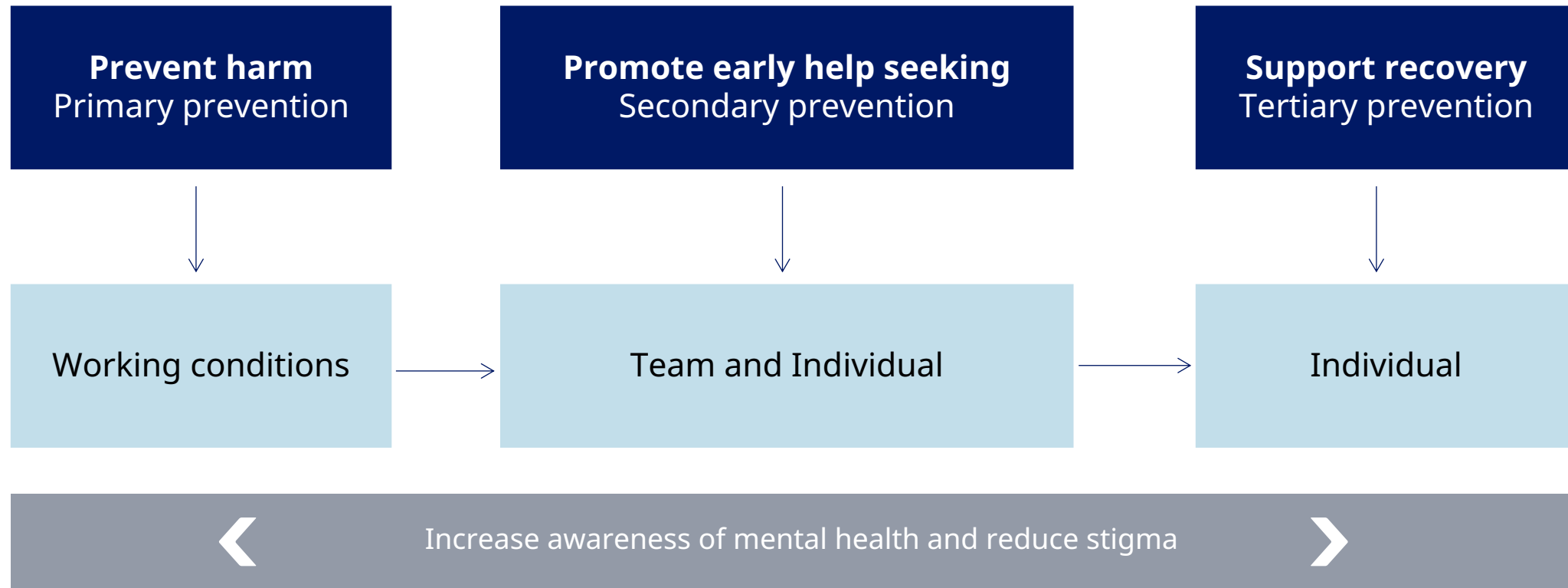
Emotional reactions: Anxiousness,
excitement, 'Zoom fatigue',
diminished sense of belonging



What now?

health&safety

Mental well-being – prevention strategies



Initiatives to support the organisation throughout the pandemic

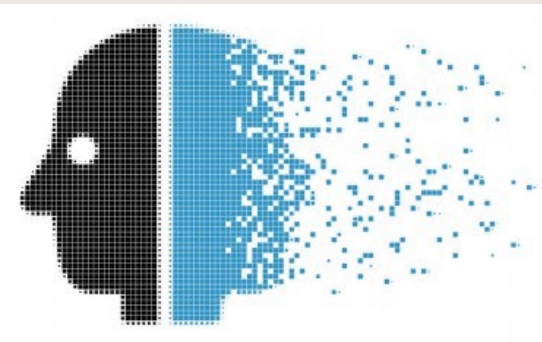
PRIMARY

- Leading from a distance
- Returning to the office
- Leading hybrid teams
- Customised stress management and prevention workshops for mgmt. teams
- Generic training in psychosocial working environment and stress management



SECONDARY

- Handling anxiety and concerns
- Mental health during a pandemic
- India: Managing emotions in times of crisis
- Managing 'Zoom'-fatigue



TERTIARY

- EAP
- Helpdesk
- Hotline
- Tele-medicine



Middle East countries' approach to support employee well-being during the pandemic



Business area's approach to support mental wellbeing



**Weekly townhall meeting
with all staff**



**Regular one to one with team;
line manager, HR Manager and
General Manager**



Teams' pulse survey



Focus on leadership



Flex-able Arrangement



**Employee Assistance
Program**

Jordan approach

WE'RE GOING ON AN INDOOR Scavenger Hunt

Gather up these items from around the house!

- | | |
|---|---|
| <input type="checkbox"/> a stuffed animal | <input type="checkbox"/> something that plays music |
| <input type="checkbox"/> an item you use to bake | <input type="checkbox"/> a book that has numbers |
| <input type="checkbox"/> a picture of people you love | <input type="checkbox"/> something round |
| <input type="checkbox"/> something that was a map | <input type="checkbox"/> something with wheels |
| <input type="checkbox"/> something that makes bubbles | <input type="checkbox"/> something that makes you happy |
| <input type="checkbox"/> 3 things that are yellow | <input type="checkbox"/> ABC something that starts with the first letter of your name |

Riddles, Quizzes, & Hunts



Personalized games



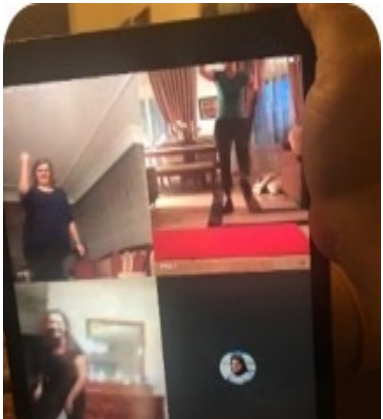
Good morning Jordan



Virtual Dinners & game nights



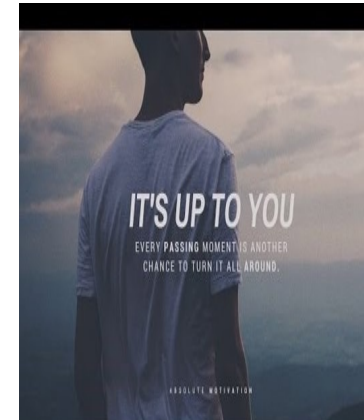
Sharing healthy recipe videos



Virtual fitness classes



Fun Activities with family members



Sharing quotes & Inspirational videos



Utilizing EAP services

THANK YOU FOR LISTENING

