

Neurodiversity in Novo Nordisk

The diversity in diversity



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 serious chronic diseases such as diabetes, 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.

¹By Market cap, as of 25 September 2023 at 5pm CEST

Employer of the future

Our social responsibility

- Benefits our employees
- Benefits the society
- Benefits our business
- Makes us an attractive employer



VETERANS

NOVOTUNITY

REVA
BACK-TO-WORK

SOCIAL
COUNSELLOR

DYSLEXIA

PROJECT
OPPORTUNITY

TRAINEE
MENTOR

PSYCHOLOGIST

REFUGEES

MENTAL
WELL-BEING
RESSOURCES

FAMILY LAW
LAWYER

NON-APPARENT
DISABILITIES
(SUNFLOWER
SCHEME)

How do you feel right now?

After 4 busy hours at this conference, lots of
people, lots of noise, lots of impressions...

Abigail Conteh
Abigail has obesity and lives
in the United Kingdom

The short answer is Inclusion-by-Design

A mindset of considering the individual people you are going to interact with – and how best to prepare everyone to participate and contribute with all their skills, knowledge and experience

Events: Team meetings, Townhalls, Performance feedback, Offsites...



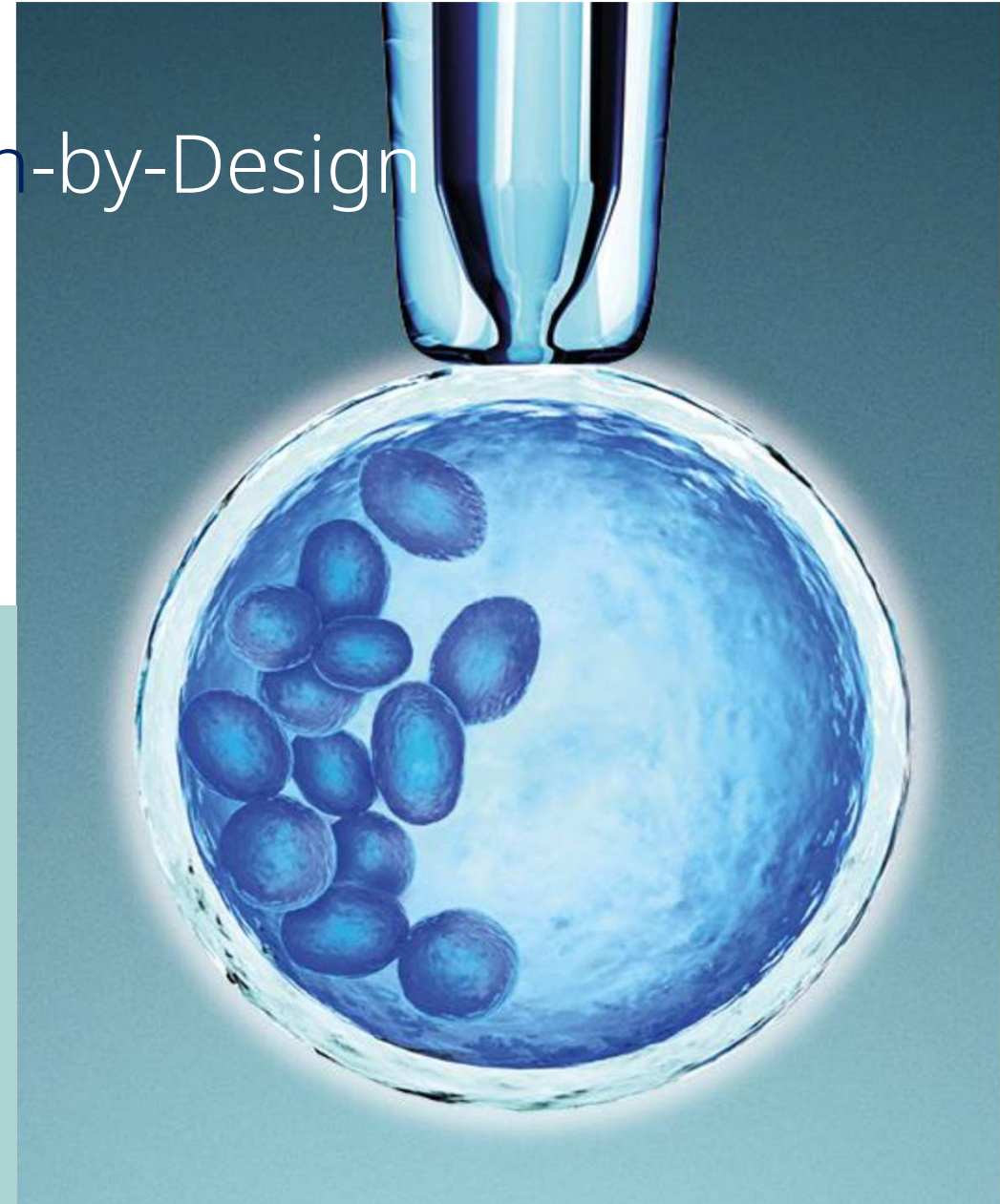
Before – how to prepare everyone for equal participation



During – how best to facilitate to include everyone



After – how to contribute with thoughts, reflections and ideas afterwards





Neurodiversity taxonomy



Applied Neurodiversity

Dyslexia, DCD, Dyscalculia, Dysgraphia

- Born with condition
- Relates to applied, educational skills, such as reading or motor control
- Not considered a health condition



Clinical Neurodiversity

Autism, ADHD, Tourette Syndrome

- Born with condition
- Relates to behavioral skills, such as communication and self control
- Considered a health condition



Acquired (Transient)

Mental health condition

- Develops in response to a health condition
- Could return to 'neurotypical' if health condition improves
- May stabilise, but continues to be debilitating

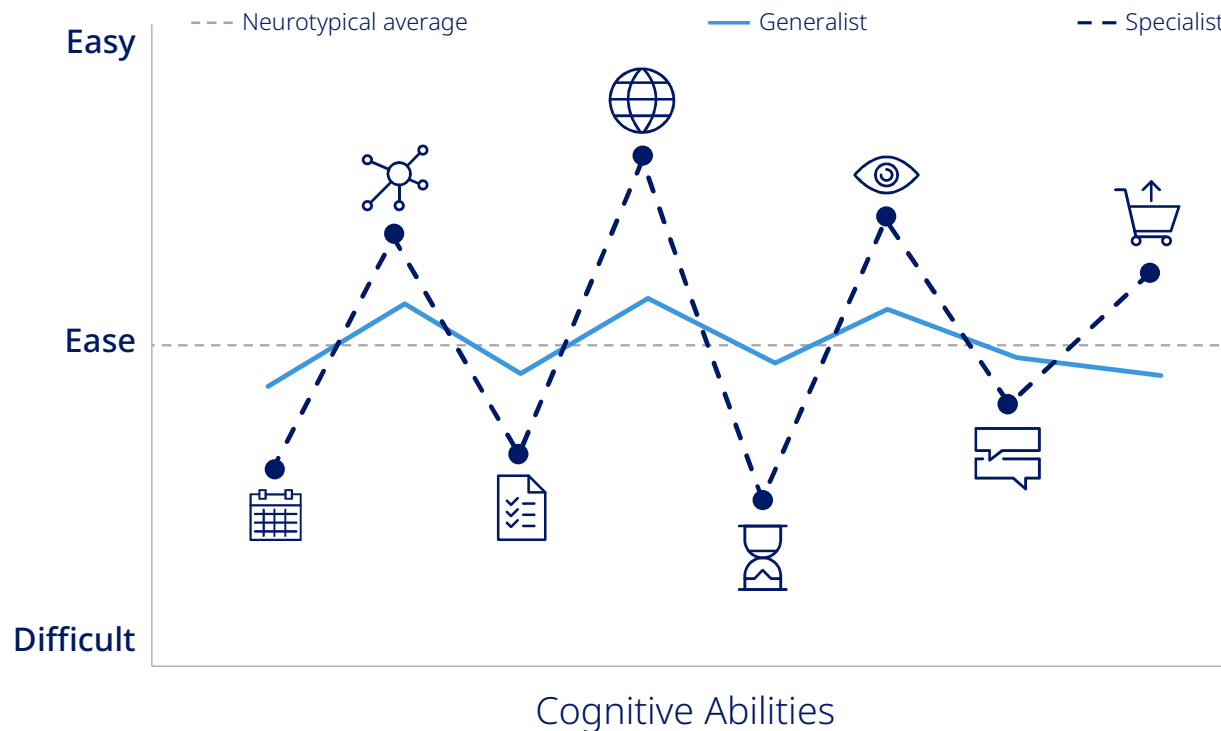


Acquired (Chronic)

Neurological illness or brain injury; Alzheimer's, Epilepsy

- Develops in response to a health condition
- Potentially resolves as injury heals or worsens as health deteriorates
- May stabilise, but continues to be debilitating

Neurodiverse people tend to have 'spiky skill profiles' - really good at some things...less good at others



Most **neurominorities** are characterized by a spiky profile – “specialist thinkers”

Neurodiversity inclusion is about incorporating the high-performance potential of specialists as well as the competence of generalists.

Neurodiversity is not tied to IQ - the IQ of a neurodiverse person can be anywhere in the range



Cultivating neurofriendly (work) environments

There is no one-size-fits-all!



Foundational prerequisites

- Psychological Safety
- Awareness & Knowledge
- Willingness to act



Effective approaches

- Person-centered: Understand the individual, expect and respect individual differences
- Strengths-oriented: Individual interests & abilities
- Role - Person - Environment: Ensure alignment



Supporting Factors

- Disclosure & Unmasking
- Workplace Accommodations
- Systemically inclusive processes & practices

Creating a neurofriendly environment is dependent on the individual, condition, role, environment, team and business needs. -> Tailored strategies are more effective.

Inclusive leadership/colleagueship matters

Inclusive leadership is a key differentiator to continue driving innovation, fostering high performance, and ensuring continued business success; and with Novo Nordisk Way in mind, it is simply the right thing to do. However, the right thing to do is not always the easy thing to do.

Impact of diversity on team performance

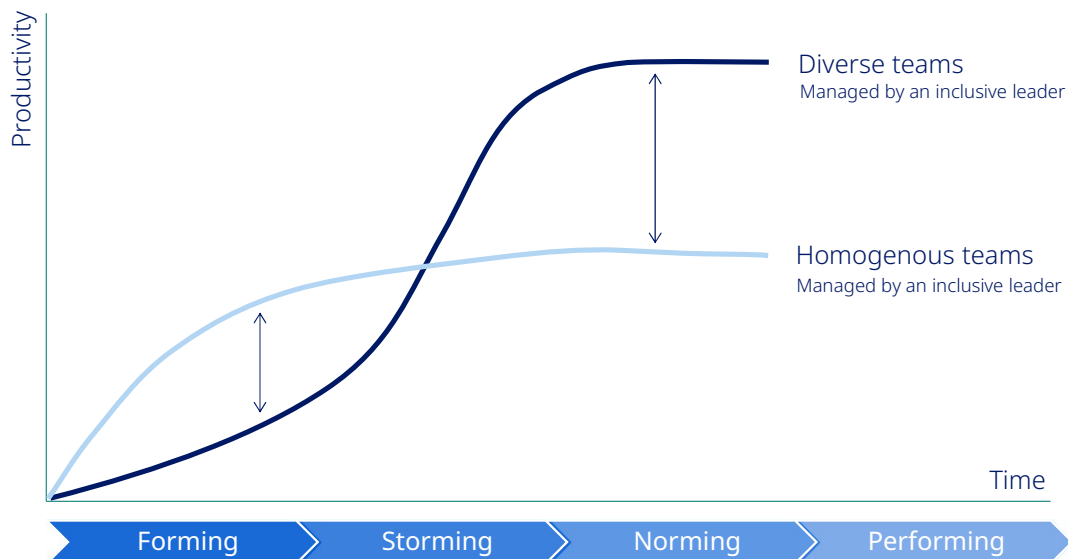


Figure: Impact of diversity on team performance. Korn Ferry Institute, 2019

A global aspirational target

Create an inclusive culture where all employees have a sense of belonging and equitable opportunities to realise their potential

To innovate, you benefit from a **diverse line of thought**

To foster a diverse line of thought, you benefit from **diversity, also neurodiversity**

To unlock the power of diversity, you need **inclusive leadership & colleagueship**

Creating awareness

What are we doing for leaders and employees

- Information campaigns
- Training in dimensions of diversity
- Speaker session at All Staff event – talk with neurodiverse colleagues
- Providing tools and equipment for home-office and in-office work



Cynthia Lindelwa Rilitiyana
Cynthia has type 2 diabetes
and lives in South Africa

We have realised that neurodiversity is a topic of great interest among our colleagues

You might encounter neurodiversity in your family, among friends, sports...

What if we can learn more about how to include each other and be mindful of how to help each other in situations where its needed

Employee life-cycle

Why should we know more about neurodiversity?

- Attraction and acquisition
- Onboarding and settling into Novo Nordisk
- Performing and growing
- Retaining and developing

→ Embedding “Inclusion-by-design” across the employee life cycle



Roshni
Roshni has type 1 diabetes and
lives in India

At work it is a shared responsibility between leaders, employees, P&O and neurodiverse colleagues to collaborate on how to create inclusive workplaces – while also considering private life

What if we could also learn more about inclusion outside of work – how could this help the societies around us?

What are we looking into?

Learnings

Working together with our neurodiverse colleagues we are becoming aware of new elements that we can look further into and change

We are reaching out to specialised groups/organisations to learn more

We are tapping into other industries, like gaming/software development, as they have a bigger representation and more experience



People processes

Using different interview techniques
 – LEGO blocks
 Use of virtual setup to avoid physical panel
 Virtual Feedback



Office designs

Sensory elements – noise, lights, smell
 Closed spaces
 Pop Up lunch
 Home-office assistance



Personal equipment

IT equipment
 Noise cancelling equipment
 Desk, chairs, screens



The short answer is Inclusion-by-Design

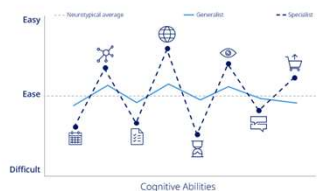
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Driving change through
diversity & inclusion

Kenny Fredsted
Novo Nordisk