

LEADERSHIP IN DEI



Angie Ng
Director, Human Resources

Cal Rolle
Diversity & Inclusion Manager

Why is it important to Novo Nordisk to lead in diversity, equity and inclusion (DEI)?

Cal: We recognize how meaningful it is to be an equity employer. Respecting our employees' unique needs and perspectives earns their trust and enables them to show up as themselves. They have more commitment. They feel a sense of connectedness. And they tend to work harder, work smarter and produce higher-quality work. DEI sets up the organization and our employees for success.

Angie: Every one of us wants to belong. We know that from Maslow's hierarchy of needs. It's our responsibility as an organization to make sure employees feel safe and know they belong. DEI isn't a shiny object. It's part of our organizational culture and fabric.

How have you adjusted your own benefits plan to support DEI?

Angie: In 2021, we provided \$1,000 in mental health support, above and beyond regular mental health benefits, to every employee and family member – even those who didn't opt into the plan. In 2022, we doubled that to \$2,000. We've increased coverage of fertility drugs and adoption to \$10,000 per child and extended full pay to 26 weeks for non-birthing parents in response

to feedback from our Employee Resource Group, including our Allied Rainbow Community (ARC) and our Gender Equity Movement (GEM). We broadened definitions to allow more people to take bereavement leave when they lose loved ones. We now refer to "maternity leave" and "paternity leave" as "parental leave" to be more inclusive in our language. We eliminated the waiting period for short-term disability benefits, so they're available from the first day of work. We also started reimbursing extra flex credits so employees can purchase health-promoting tools, such as massage equipment or juicers.

How are initiatives focused on addressing obesity enhancing DEI at Novo Nordisk?

Cal: A lot of things that tend to happen for any marginalized group, including people living with obesity, are rooted in bias. Because you're considered an "other," you're often not given the opportunity to explain your perspective. As a result, you may be categorized as a person who doesn't take their own health seriously. We've supported a number of consumer-focused initiatives to raise awareness for obesity as a chronic disease and improve access to prevention and treatment solutions. This includes our recent donation to support the creation of a national training program

for health-care professionals involved in obesity treatment and care. Within our own organization, we cover obesity treatments, including medication, access to dietitians and nutritionists, and fitness reimbursements, and we also run education sessions about obesity, its impacts and stigma. All of these efforts help enhance that critical sense of belonging.

How can plan sponsors integrate DEI into their own benefits plans?

Angie: Don't look through the lens of HR; instead, use the lens of what employees and candidates need. Also, tailor benefits to employees' intersectional needs because there is no one-size-fits-all, as we are all unique and have different needs. And remember that the work is never done: keep listening to employee voices and enhancing your plan so you can keep attracting, retaining and engaging employees.

Cal: When you do this, you're telling employees, "You belong. Your voice is valuable. We care about you. And, because we care about you, we're not just saying it in words. We're also demonstrating it in policy and support services that we're offering."

