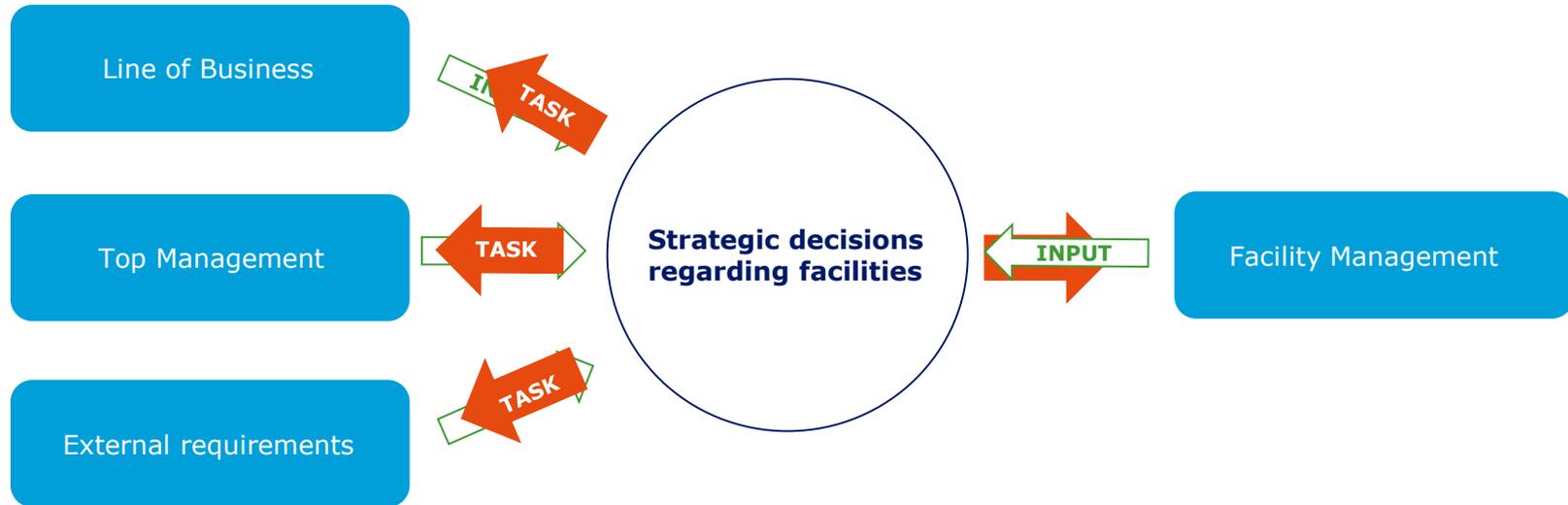




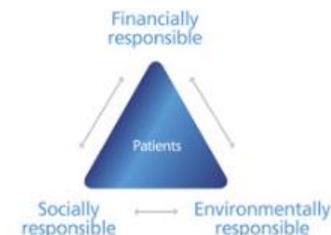
The Novo Nordisk Way of Working

DFM 23-03-2017

Decision making in facility management



WOW is coherent with our policies and essentials



People Policy

At Novo Nordisk, we provide an attractive, engaging and effective workplace for our people



OHS Policy

At Novo Nordisk, prevention and continuous improvement is key. We strive to uphold a safe working environment and promote the health of our people



Essential 8

We have a healthy and engaging working environment

- The unit and its employees work actively to create and maintain workplace engagement at a high level
- Working conditions are regularly reviewed and addressed to ensure health and safety



Essential 9

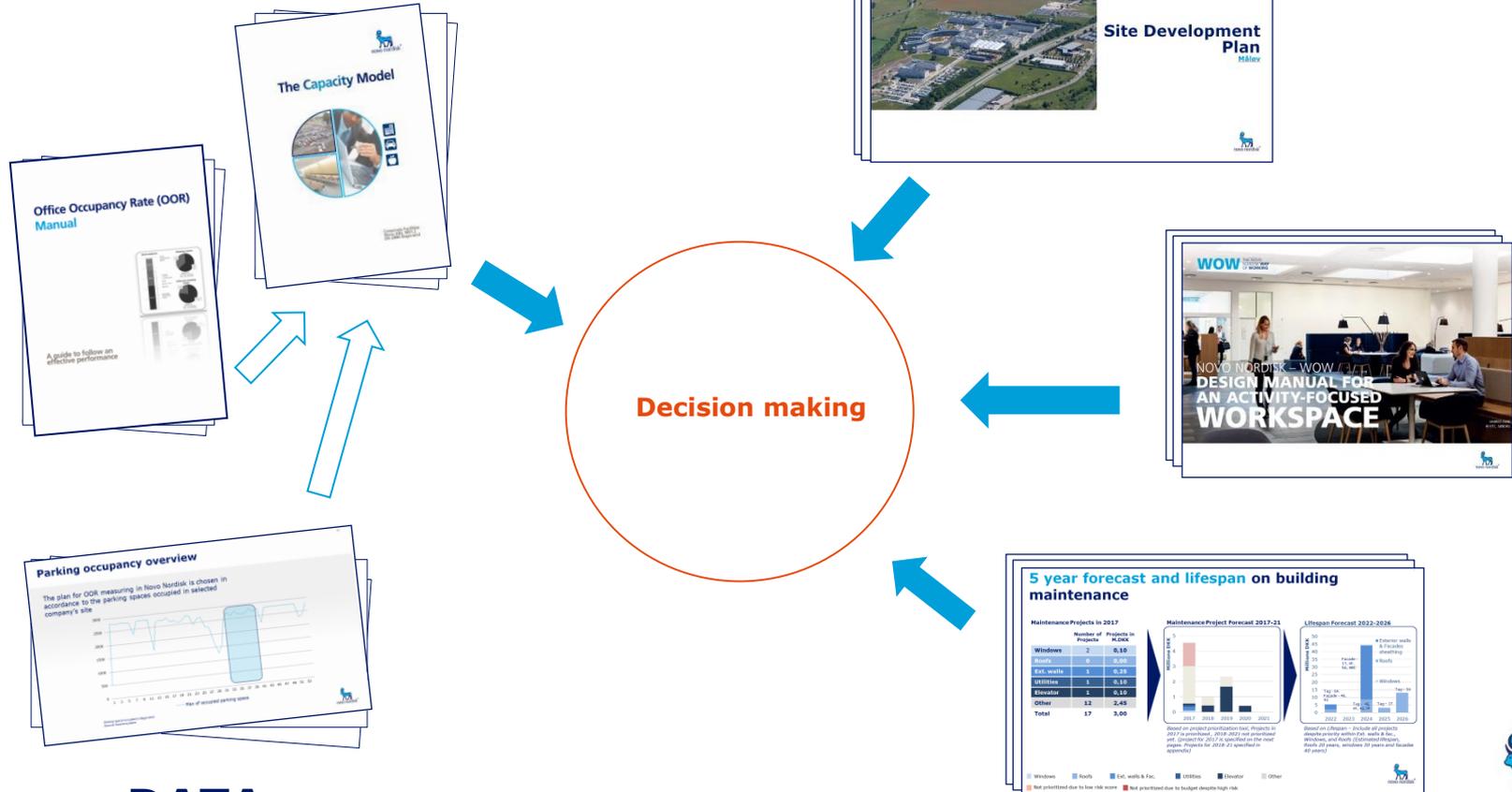
We optimise the way we work and strive for simplicity

- We strive for clarity and keeping things simple
- Accountability for work processes is clearly defined to ensure efficiency, effectiveness and quality
- Employees contribute to continuous improvement of work processes
- The unit shares knowledge, adopts best practice and learns from experience
- Change is professionally managed to ensure fast and effective implementation

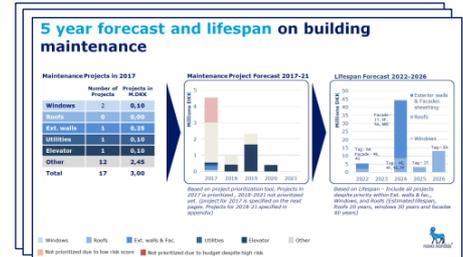
Signs of life can sometimes be difficult to find ...



Strategic approach



DATA



Capacity Model Scheme

Input

Workplace supply

SAP HR data

- CFa office portfolio

Forecast

- CFa office portfolio

Office



Output

Workplace demand

- $HC = FTE + SIT$
- $EE = (HC * 0,2) * 0,4$

Office Occupancy Rate

- Outsourced (external consultant)

Slides that will be used in the SCDK meeting to show the outcomes of the capacity model. Each column in the slides will be obtained by following The capacity model guide

Capacity Model for Facilities
Office Capacity Model

	Status Q4 2016				2018- Forecast data (April 2016)		
	Office WFL Demand	Workplace supply (AWF)	Occupancy Rate % (Q4)	Gap supply/demand (O/A) (Q4)	Office WFL Demand	Demand gap	Situation supply/demand (O/A) (Q4)
Bogvoerd	3,465	3,627(473)	27	●●●	3,647	-170/+485	●●●
Saborg	2,052	2,202(440)	30	●●●	2,170	-154/+249	●●●

Notes:
● Good
● Acceptable
● Critical

Supply

SAP HR data

- NN + Novozymes facility portfolio
- Shift plan

Forecast

- NN facility portfolio

Parking



Demand

- $HC = FTE + SIT$
- $EE = (HC * 0,2) * 0,4$
- Worst case scenario

Parking Occupancy Rate

- Swarco system (+illegal parking)

Demand / supply
Parking Capacity Model

	Status Q4 2016				2018- Forecast data				
	Parking spaces	Headcount	Parking space ratio	Occupancy Rate % (Q4) 2016	Situation	Parking spaces	Headcount	Parking space ratio*	Demand gap
Bogvoerd	2,817	5,122	0,55	10,1/97,81	●	3,314	5,070	0,65	+412
Geinfhe	705	1,976	0,36	92,54	●●●	989	2,203	0,44	-961
Saborg	1,046	2,052	0,51	70,4/84,43	●●●	1,038	2,170	0,48	-138
Hilared	1,792	2,434	0,74	90,39	●●●	1,896	2,748	0,62	+62
Skunboers	2,955	3,406	0,87	92,80	●●●	3,142	4,619	0,68	+371
Miliev	1,959	2,668	0,73	91,23	●●●	1,711	3,098	0,55	-197

Notes:
● Good
● Acceptable
● Critical

Canteen supply guest

- Number of guests per chair (2,3)

SAP HR data

- NN facility portfolio

Forecast

- NN facility portfolio

Canteen



Canteen seat demand

- $HC = FTE + SIT$
- $EE = (HC * 0,2) * 0,4$
- Usage rate ($0,55 < r < 0,65$)

Demand / supply
Canteen Capacity

	Status Q1 2016			2018 - Forecast				
	Demand, users per day	Canteen spaces, per day	Kitchen capacity, per day	Demand, users, per day	Canteen spaces, per day	Kitchen capacity, per day		
Bogvoerd	3,089	3,390	3,900	●●●	3,151	3,390	3,900	●●●
Geinfhe	990	1,444	1,250	●●●	1,112	1,444	1,250	●●●
Saborg	1,232	1,205	1,300	●●●	1,331	1,205	1,300	●●●
Hilared	1,458	1,132	1,470	●●●	1,638	2,132	1,470	●●●
Skunboers	1,845	1,769	1,995	●●●	2,073	1,800	1,995	●●●
Miliev	1,601	1,601	2,050	●●●	1,798	1,601	2,050	●●●

Notes:
● Good
● Acceptable
● Critical

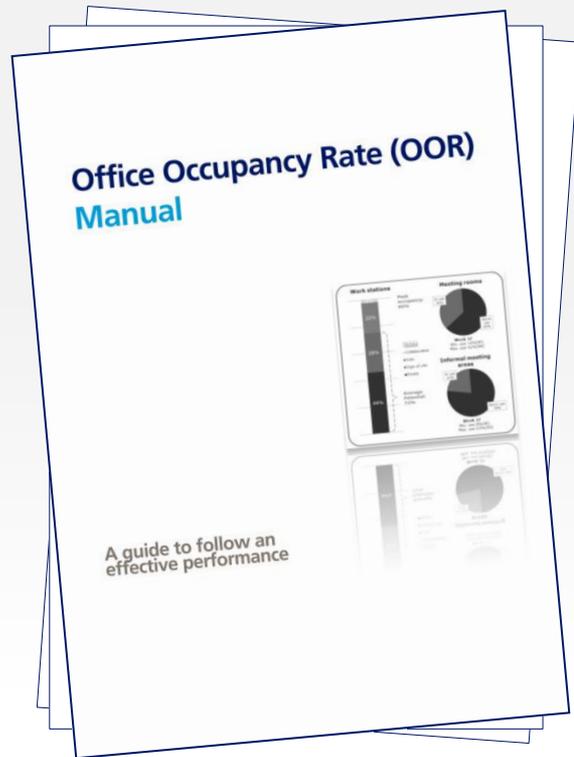
HC=Headcount FTE= Full-time Employee

EE= External Employee

SIT= Students, Interns & Trainees

Office Occupancy Rate in Novo Nordisk

The manual



- 2 types of OOR measuring:
Yearly measuring and *on-demand measuring*
- Measuring by floor and on desk groups, meeting areas and informal meeting areas
- Well-defined measuring route
- Inventory plans
- Over a representative week

Work Environment Observations (WEO) Insights

What ?

Tracking of employees' movements to meet the potential of use in offices

When

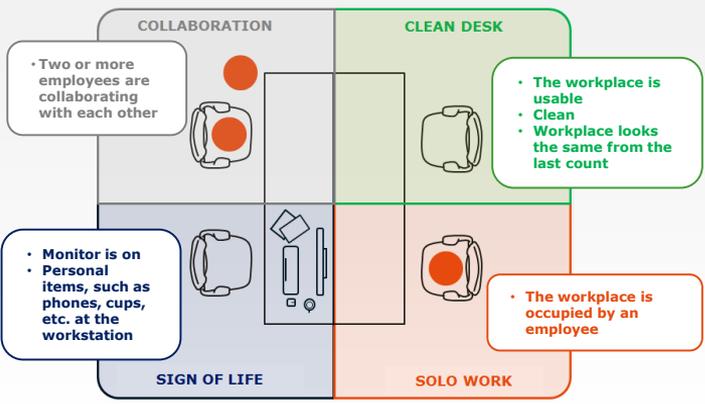
4 times a day during 5-3 days

How

- Register the desks according to 4 categories
- Spreadsheet

Who

Employee from CFa NN

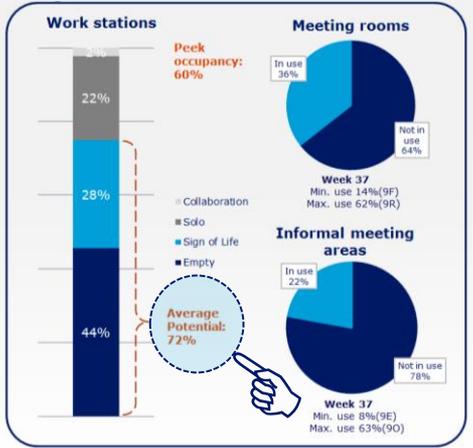


Desk observations



Building	Floor	Room Number	Table Group	Group Capacity	Room Type	Department	Clean	sign of life	sign of life	sign of life	notifier
9S	1	951.06	1	4	K						
9S	1	951.06	2	4	K						
9S	1	951.06	3	4	K						
9S	1	951.18			M						
9S	1	951.22	1	4	K						
9S	1	951.22	2	4	K						
9S	1	951.22	3	4	K						
9S	1	951.31			M						
9S	1	951.29			M						
9S	1	951.27	1		K						
9S	1	951.21	2	2	K						
9S	1	951.21	3	4	K						
9S	1	951.17			U						
9S	1	951.09	1	4	K						
9S	1	951.09	2	4	K						
9S	1	951.07	3	1	K						
9S	1	951.05	4	1	K						
9S	1	951.01			M						

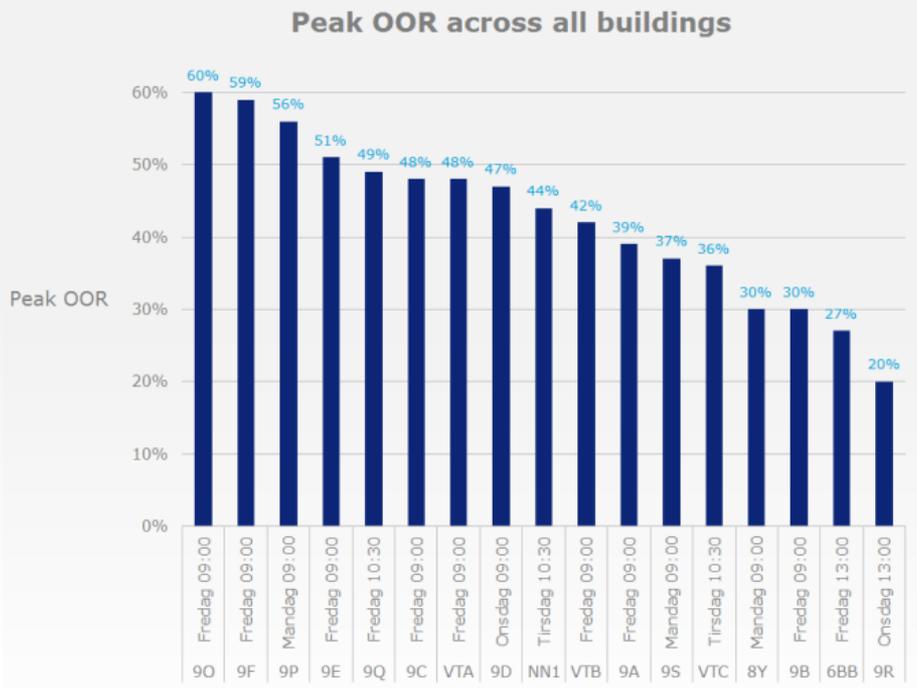
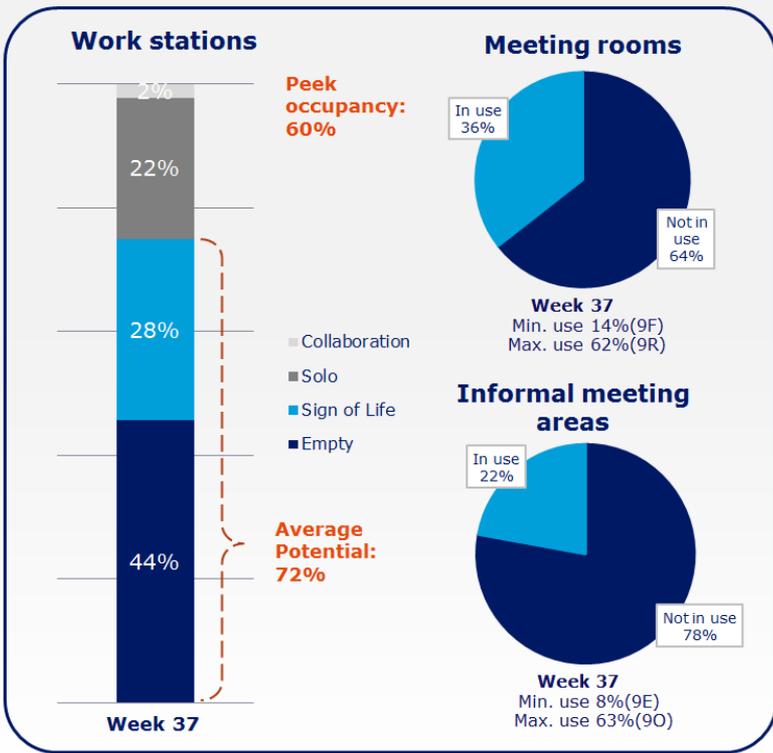
Registration



Data processing



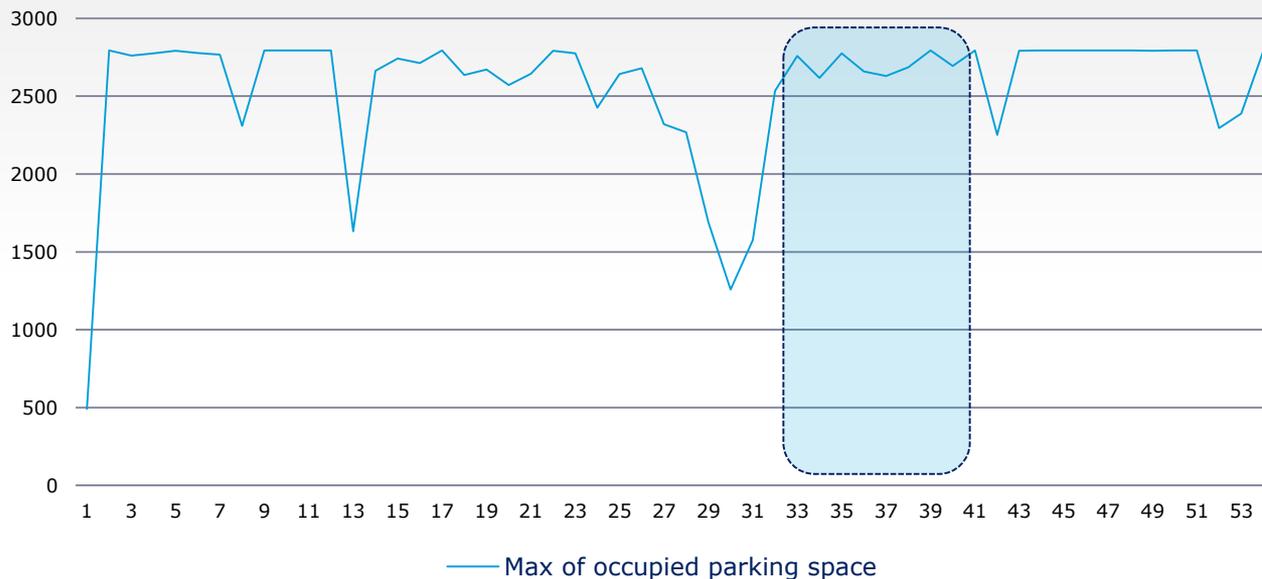
Work Environment Observations (WEO) Outcome



Worst-case scenario

Parking areas

The plan for OOR measuring in Novo Nordisk is chosen in accordance to the parking spaces occupied in selected company's site



*Parking space occupied in Bagsværd.
Source-Swarco system*

Our facilities hold a great potential



- At Novo Nordisk, we only **spend an average of 39% of our work time at our desk**. 61% of the time, we are in meetings either in own organisation or outside Novo Nordisk
- Compared to other international pharma companies, Novo Nordisk has **20% less efficient utilisation of our office space**

Novo Nordisk projects*	International projects**	Large international pharma company**
Average unoccupied 61%	Average unoccupied 40%	Average unoccupied 40%
Average temporarily unoccupied 11%	Average temporarily unoccupied 20%	Average temporarily unoccupied 10%
Average occupied 28%	Average occupied 40%	Average occupied 50%

* Projects in building VAT, 20M, 9A-D, FM

** Data from Gensler

Bringing the number of unoccupied desks from 61% to 41% will lead to ...



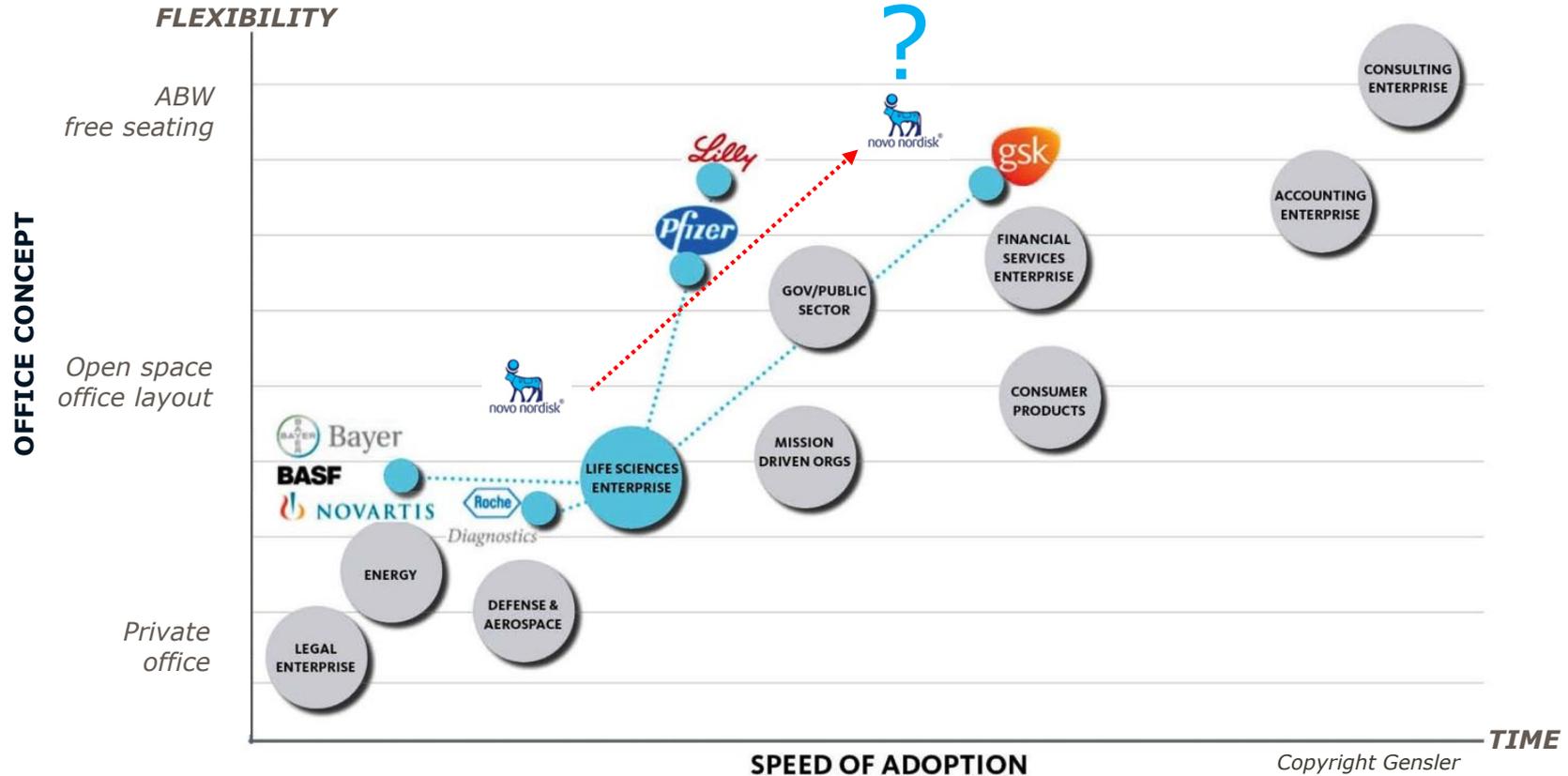
Average yearly savings site BA, SØ, GE

Financial*	Environmental**
Average yearly savings on building costs DKK 47M	Average saved CO ₂ from power 4,800 ton CO₂
Average yearly savings on moving costs DKK 2M	Average saved CO ₂ from heating 1,000 ton CO₂
Total average yearly savings DKK 49M	Average saved energy in single-family houses 1,200

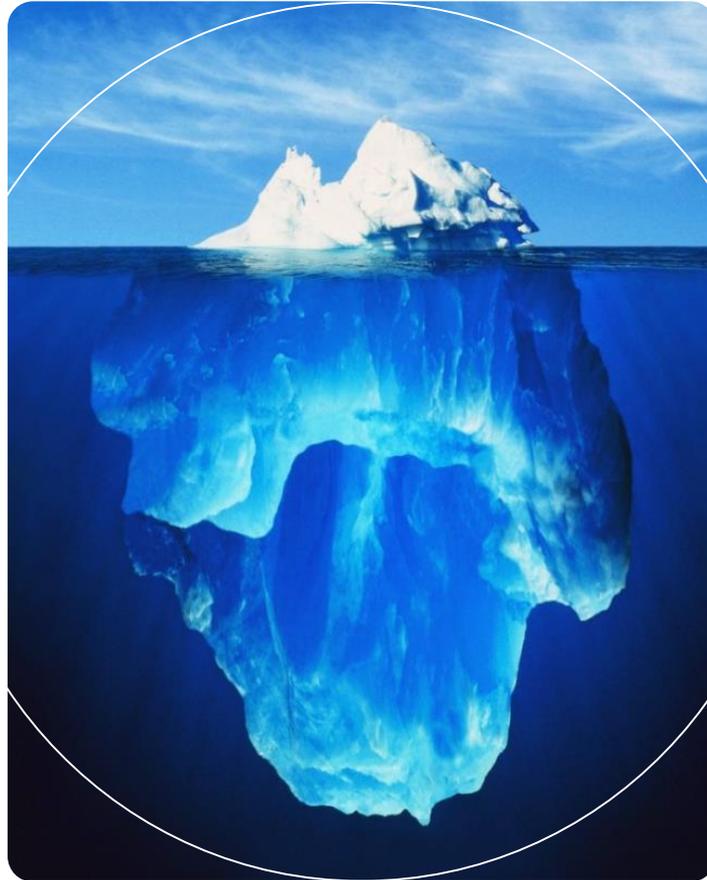
* Data from "Building Index 2014", 50% savings on moving cost, 2014

** Data from Corporate Environmental Management, energy consumption 2014

International benchmarks



Revealing the full potential of NNWOW



The Novo Nordisk Way of Working



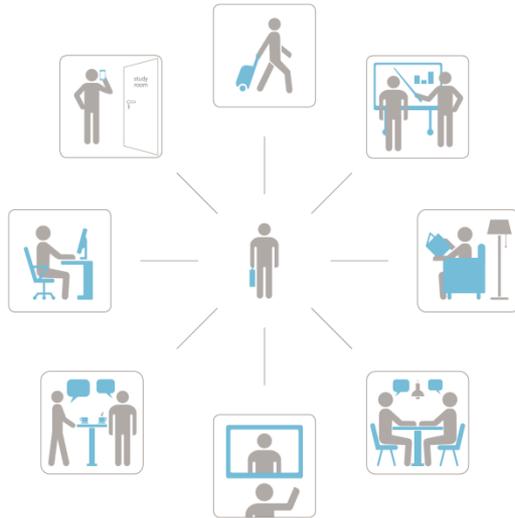
The Novo Nordisk Way of Working will ensure optimal use of facilities and enhance organisational and personal flexibility to provide attractive, engaging and effective workplaces for our people – now and in the years to come



Work is not a place. It's an activity



Employees have changing needs for work settings during a workday



Desired knowledge sharing and collaboration

"Strong personal ties within a team strengthen the common problem-solving and the innovative results. The personal relation is more important than the individual competencies of the specific team members".

Published in: Nature by DTU Compute, 2014



Eight good reasons for implementing WOW



Ready for organisational change

Agile workspaces accommodate organisational change and organic growth



Office portfolio optimisation

Better space utilisation reduces operational costs and creates a more efficient use of our buildings and facilities



Room for individual choice

Varied furnishing supports differentiated work needs, creating a better working environment



Collaboration and knowledge sharing

Agile workspaces lead to more employee interaction, relationship building, knowledge sharing and innovation



Increased sustainability

Better utilisation of our office m² means fewer resources spent on maintenance and thus a lower environmental footprint



Health

A workspace with room for different work settings evokes more movement and less sedentary work



Efficiency

By designing workspaces to accommodate the work tasks, everybody is able to perform their best every day



Attracting the employee of tomorrow

Agile workspaces support attraction and retention of top talent and the new generations

Making the Novo Nordisk Way of Working our Way of Working





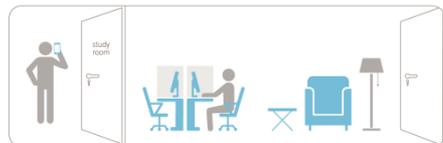
What is WOW?

The Novo Nordisk Way of Working gives everybody the opportunity to choose a specific work area that provides the best support for any given activity.



The four zones in a WOW workspace

The quiet zone



The purpose of the quiet zone is to support the need for doing concentrated work without interruptions. In order to accommodate that need, the zone is placed where employee traffic is light. The quiet zone must be separated from the other zones, and workstations have to be separated with acoustic panels to emphasise a feeling of silence and visual partition. As a supplement, study cells can be added for Skype calls or confidential conversations.

The collaboration zone



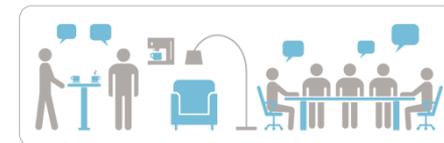
The collaborative zone is created to make room for interaction and innovation. It is a living zone, where noise is part of the humming exchange of knowledge and teamwork. The zone should therefore be separated from the quiet zone and the dynamic zone. The workstations vary in size and function – from traditional work desks to large working/meeting tables.

The dynamic zone



The dynamic zone is much like our open office work area today with the purpose of performing both social and teamwork. It is okay to be interrupted by a phone or a colleague, but long conversations and work sessions should take place in the collaboration zone. Each group of desks has up to six workstations.

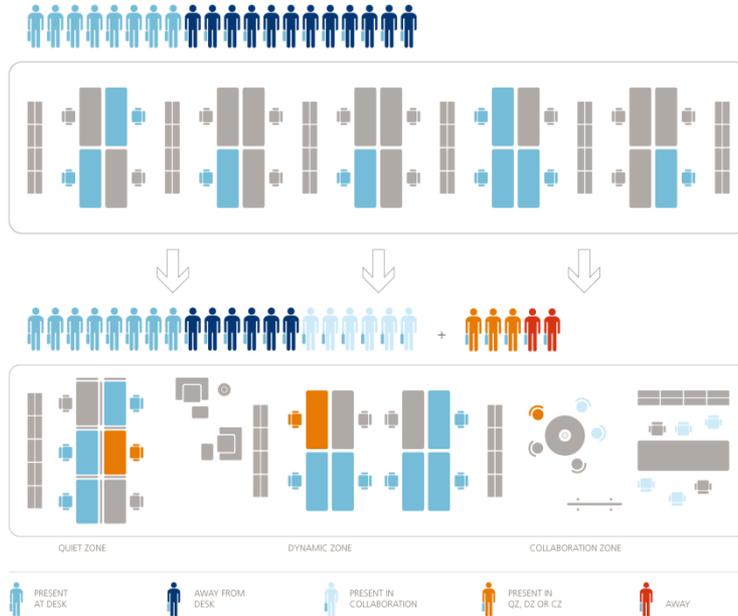
The shared zone



The shared zone can be seen as the space in-between and around the other zones. It comprises meeting rooms, entrance ways, coffee stations as well as lounge areas. The zone will be the natural meeting point for the different departments, it is shared with neighbours and can be used for meetings, projects and solitary work.



The principles of a WOW workspace



Traditional space planning – 1 desk per employee

- 10 employees present at desk
- 10 employees away from desk

= active use by 10 employees

Activity based working (ABW) – ABW desk ratio

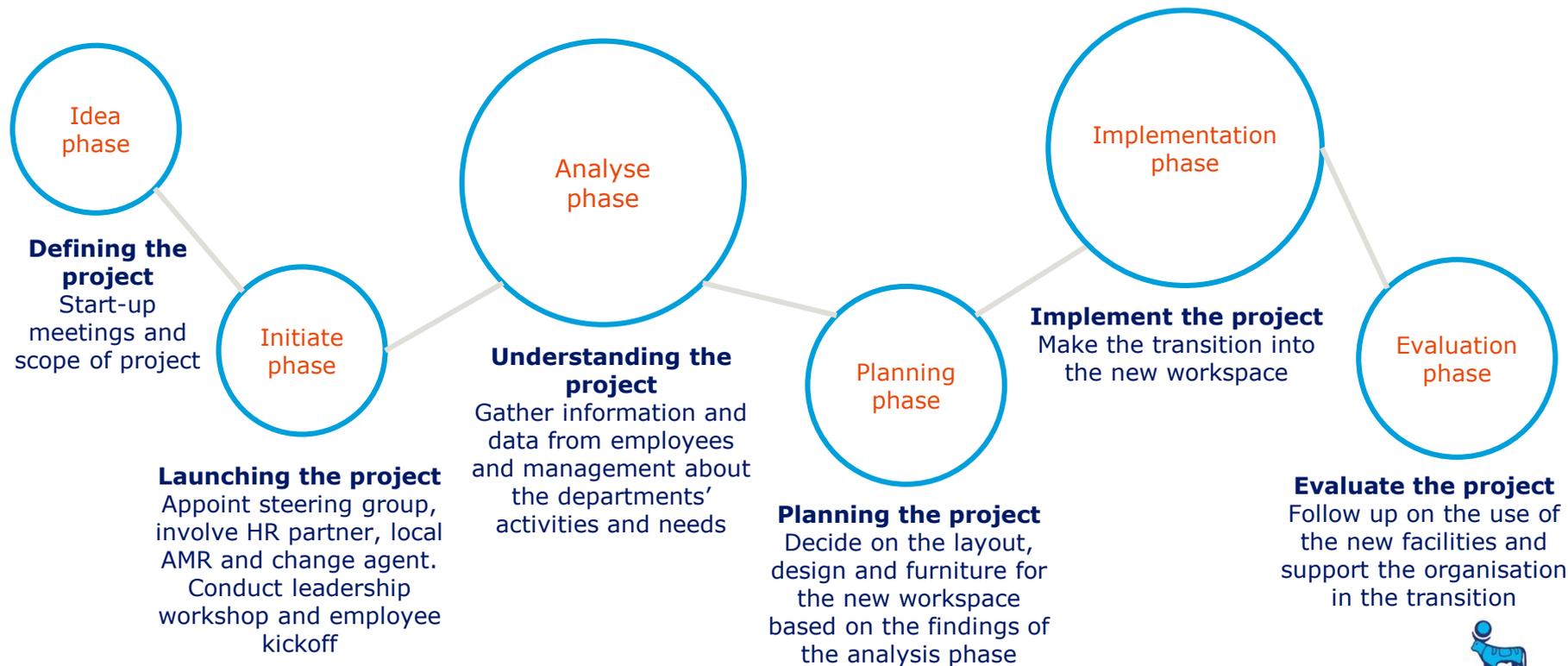
- 10 employees present at desk
- 5 employees away from desk
- 5 employees present, collaborating
- 5-10 extra capacity, e.g. fly-ins, externs, other colleagues

= active use by 15-25 employees

How is WOW implemented?



A WOW process has six phases





It starts by formulating a WOW project vision

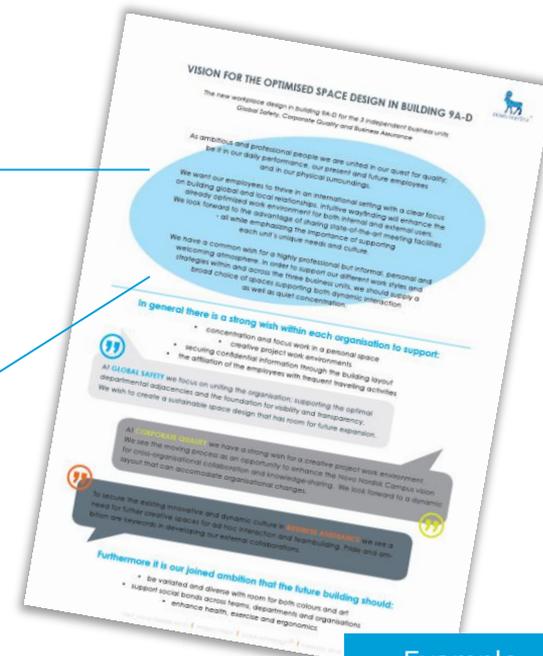
A WOW vision

Before implementing WOW, the organisation needs to **formulate a project vision**. The project vision is an one-page document that captures the **desired outcome of the project** and what activities the new workspace is meant to support. The purpose of the project vision is to **guide the design of the workspace** and ensure that it accommodates the actual needs of the department now and in the years to come.

Example: Project vision for building 9S

"To bring the organisation together in the building and create more optimal use of our office space"

"Involvement and transparency will be key in the process"



Example

.... And a project contract

"Extract from project vision"

"Transparency, and alignment in deliverables"

WOW Novo Nordisk Way of Working

WOW project contract

The Novo Nordisk Way of Working will ensure optimal use of facilities, enhance organisational and personal flexibility, to provide attractive, engaging and effective workplaces for our people - now and in the years to come.

Introduction
Purpose with the WOW contract:
• Set common goals
• Define roles and responsibilities

Project name:
Project owner:
Project manager:
WOW consultant:
Date:

Project Vision:
The organisation creates a project vision. Sections below filled out with specific parts of the project vision.

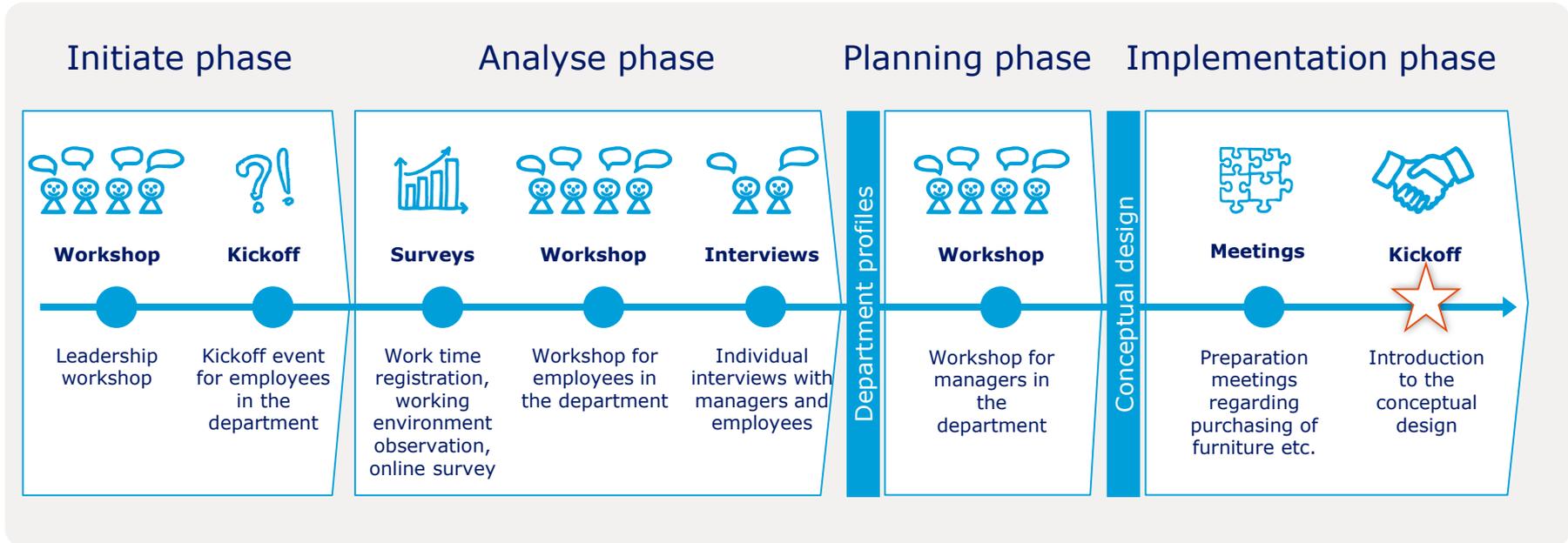
1. We want to enhance the *social environment* and *thereby strengthen the social aspect in the culture and people* *workplace*
2. We want to make it *possible for everyone to change work environment regarding their task, mood*
- 3.
- 4.
- 5.

Success criteria:
The *objectives* in the organisation writes down success criteria, which is used as *guidelines* for the *project manager* and *measurements*, after the project is *finished*. The *overall success criteria* must be aligned with the project vision and the *employee survey*.

- 1.
- 2.
- 3.
- 4.
- 5.



Your involvement in the WOW process





The tools used to understand your department



Interviews

One-on-one interviews with managers, employees and HR partners.



Work type registration (WTR)

Personal registration of how you spend your time during a normal workweek. The registration takes place over a period of one week.



Employee comments

To uncover the individual departments' future needs and wishes.



Online survey

Soft data is collected on the employees' everyday work life and how they experience their workspaces and facilities in relation to the process of potential change. This is done 2-3 times before, during and after.



Work environment observations (WEO)

Observations on the actual usage of facilities in your working environment are carried out by external consultants. The observations will cover both formal and informal meeting rooms as well as workstations.

WEO

WORK ENVIRONMENT OBSERVATION:

Observations on current use of space

What?

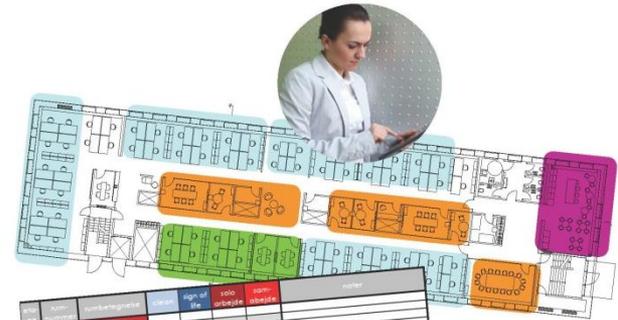
Observations 3-5 times a day in one week on all your current workspaces and break out areas.

Purpose:

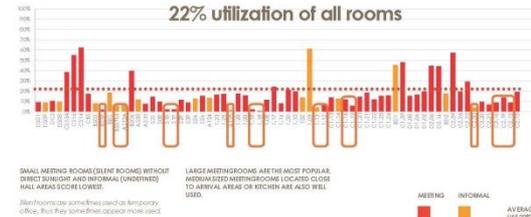
Registration of the actual use of space (vs perceived use of space).

Who:

Observations done by Cowi.

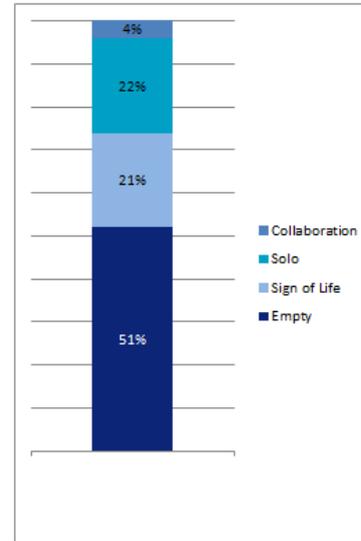


Room	Room name	Area	Sign of life	Code	Activity	Subject
1	102.39.2	meeting				
1	102.39.1	meeting				
1	102.24	conference room				
1	102.24	conference room				
1	102.01	meeting room				
1	102.01	meeting room				
1	102.01	meeting room				
1	102.01	meeting room				
1	102.17	meeting room				
1	102.17	meeting room				
1	102.24.1	meeting				
1	102.22	meeting				
1	102.22	meeting				
1	102.20	meeting				



WEO data

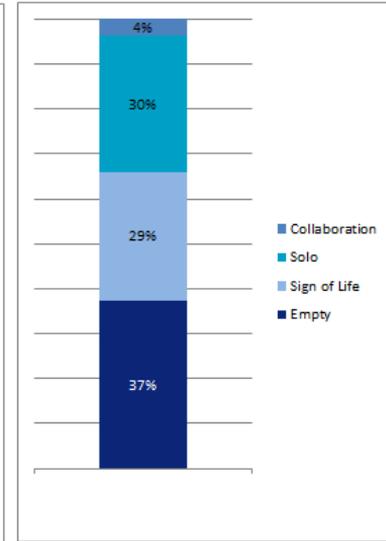
Building Select all 8Y 9A 9B 9C 9D 9E 9F 9O	Time Select all 08:00 09:00 10:30 13:00 14:00 15:00 15:30	Day Select Mandag Tirsdag Onsdag Torsdag Fredag Onsdag.xls Tirsdag.xl Torsdag.xl	Site Select Bagsværd Hjørring Måløv Søborg
Floor Select all 1 2 K S 0 3 4 5	Week Select all 10 22 37 1 33 38 50	Dataset Select Countings_2... COWI_Sep_2... 2016_50_Hj... Countings_2...	To select more than one category, press:  and mark the desired categories.



Peak OOC

37%

Build. 9ES.



Peak OOC

53%

Build. 9S1.

WTR

WORK TYPE REGISTRATION:

Ca. 10 minutes/day

Self registration of your current use of time during a normal work day for a one week period.

Work Type Registration

Name: _____

Workplace: _____

Workplace address: _____

*NB! For statistical purposes the confidentiality of information is guaranteed by Novo Nordisk!

Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Telephone							
PC work							
Concentrated solo work							
Informal meetings							
Planned internal meetings							
Meetings with external visitors							
Meetings outside the office							
Working at home							
Out of category							

Telephone

PC work
(e.g. administrating, writing, email correspondence etc.)

Concentrated solo work
(Requires quiet space to concentrate, read a file, reflect on a task, etc.)

Informal meetings
(Spontaneous interaction, a quick talk in the kitchenette, a short meeting at the desk, with colleagues etc.)

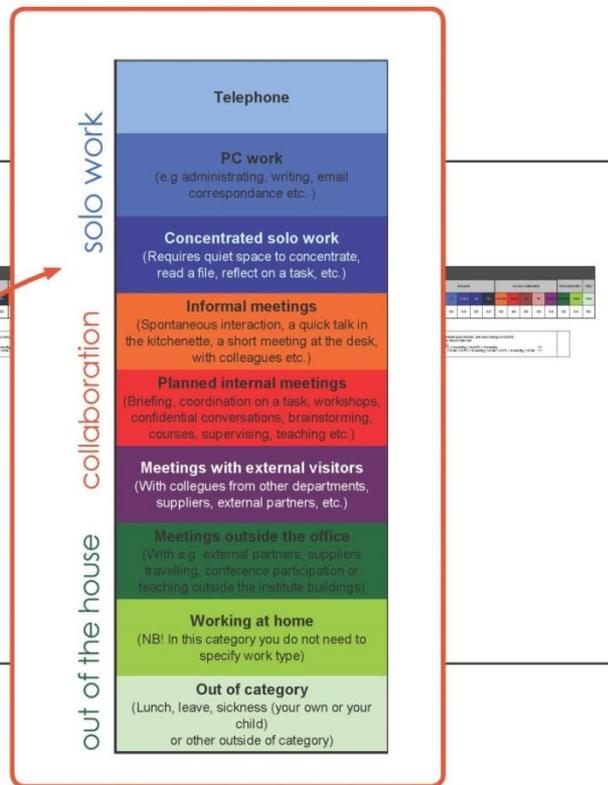
Planned internal meetings
(Briefing, coordination on a task, workshops, confidential conversations, brainstorming, courses, supervising, teaching etc.)

Meetings with external visitors
(With colleagues from other departments, suppliers, external partners, etc.)

Meetings outside the office
(With e.g. external partners, suppliers travelling, conference participation or teaching outside the institute buildings)

Working at home
(NB! In this category you do not need to specify work type)

Out of category
(Lunch, leave, sickness (your own or your child) or other outside of category)



Online survey

ONLINE SURVEY

1 x 15 minutes

Individual data is collected on everyday work life and how the workspaces and facilities are experienced

POST mid-evaluation, New Seating GS, 9A-D

POST mid-evaluation, New Seating GS, 9A-D

POST mid-evaluation, New Seating GS, 9A-D

14. In order to support you carrying out your work under the best conditions, please prioritize what the most important facility provided by Novo Nordisk Corporate Facilities (CFa) would be. Please be aware that it is not possible to rate them all even. The question forces you to prioritize them 1-3.

A place to do concentrated work

A place for team/collaborative work

A place to undertake a difficult or confidential conversation

15. How would you describe your access to this facility in your new work environment?

	Very well	Acceptable	Poor
A place to do concentrated work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place for team/collaborative work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place to undertake a difficult or confidential conversation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Prev Next

Interviews

Personal Interviews

Interview frame:

- Description of the department
- Description of types of work processes
- Internal relationships, the need to cultivate cooperation
- Foreseen tendencies for future work and collaboration, including need for physical flexibility
- Workstation areas, Support- and Common Facilities – any special needs to be supported (incl. employees with physical disabilities)
- Number of external consultants to be clarified
- Meeting activity, including the need for Skype / LYNC- and conference calls.
- File cabinets – need
- Monitors – employees needing double monitors

Manager and Focus Group Interviews

Managers will receive an Outlook invitation for a manager interview taking place

Some employees will receive an Outlook invitation for an employee focus group interview

Interview will be distributed prior to meetings.



Invitations will come from the Coordination Group and you will be invited in due time in order to prepare for the interview and gather relevant input.

Be aware that WOW can be a big change to some people



WOW is a change process and a learning journey to the people involved. To effectuate the change, we work with:

- **Structure** – physical context, organisation, procedures etc.
- **Culture** – social context, communication, leadership etc.
- **Behaviour** – self-narrative, perception, personal habits etc.





The principles of supporting the change

1

Make sure that people get adequate information about the project in due time to limit speculations

2

Emphasise the benefits to the organisation and the individuals to build a positive attitude towards WOW

3

Encourage questions and dialogue to show transparency of the solutions and the process

4

Make it clear to the department when and how they will be involved to create a sense of ownership

Implementing a new workplace strategy



WOW THE NOVO NORDISK WAY OF WORKING

The Novo Nordisk Way of Working will ensure optimal use of facilities, enhance organisational and personal flexibility to provide attractive, engaging and effective workplaces for our people – now and in the years to come.

Welcome to the WOW homepage

Here you will find information and inspiration related to the Novo Nordisk Way of Working. If you have any questions in relation to WOW you can find the right persons to contact at the bottom of this page.

When to use WOW

WOW is implemented when:

- building new facilities
- rebuilding existing facilities
- moving to new facility
- organisations need more space
- requested by LoB

WHY?



Core story

- [Read our core story](#)



About WOW film

- [Watch the film about WOW](#)



Interviews about WOW

- top management
- management
- employees



WOW implementation across the organisation

- [Download PowerPoint](#)

Idea → Initiate
Analyse → Planning
Implementation
→ After



Leadership day program

Communication approach
Here you can find some tools and perspectives for creating a successful WOW implementation in your department. [Read more](#)

The purpose of the WOW Leadership Day is to enable you as a manager to successfully implement WOW in your department or area. The programme for the day is designed to give you concrete and effective tools to lead the change. [Read more](#)



About WOW work zones

- [Watch the film about WOW work zones](#)

WE WORK WITH WOW

Feel free to contact one of us, if you want to get to know more about WOW and how to get started.



Elsebeth Dahl Pedersen
ELDP



Mette Hasle Rasmussen
MEHR



Ken Steenbuch
KENS



Q&A

[Read the WOW Q&A - with comments](#)



WOW DESIGN MANUAL

[Read WOW design manual \(PDF\)](#)



ARTICLES

[Read articles](#)



WORKSPACE ERGONOMICS

[Go to Health & Safety to read about workspace ergonomics](#)



LNKS



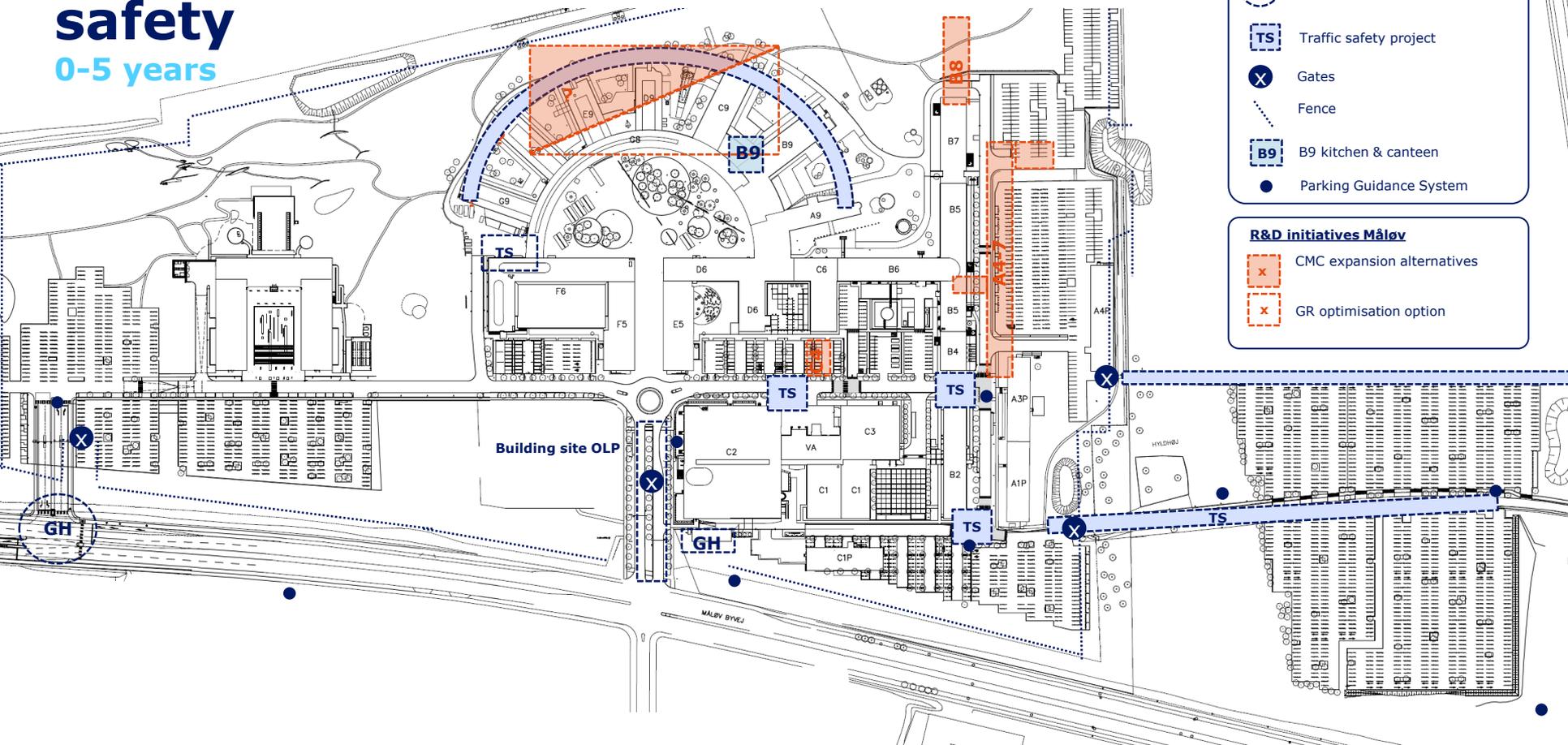
novo nordisk®

Corporate Facilities

caring for your workday

Project pipeline will ensure sufficient workplace capacity and mitigate traffic safety

0-5 years



CFa initiatives Måløv

- GH** Part of gatehouse project
- TS** Traffic safety project
- X** Gates
- Fence
- B9** B9 kitchen & canteen
- Parking Guidance System

R&D initiatives Måløv

- x** CMC expansion alternatives
- x** GR optimisation option

In 10 years, 75% of the workforce will come from Generation Y. Are we ready?

Til forsiden Annoncører Academy Børsen Ledelse Executive Club Konferencer Top Job Golf Firmablen Kontakt **KØB ABONNEMENT**

BØRSEN. Helle Thorning forsøger sig med Foghs fidus  Helle lb. politisk kommentator

NYHEDER KURSER AVISEN INVESTOR FINANS PLEASURE PLAY OPINION VÆRKTØJER BLIV KUNDE

Nyheder > Avisen > Artikel

Unge vil have kreativt og dynamisk arbejdsmiljø

■ AVISEN | Af Peter Møller Christensen
20. maj 2015

Udsigt til høj løn scorer dog højest på mænds ønsker til kommende job

Et job i et kreativt og dynamisk arbejdsmiljø i en international virksomhed eller organisation er det drømmejob, de fleste unge i videregående uddannelser drømmer om. Og når der skal sættes navn på, er det Lego, de fleste nævner.

Det er nogle af hovedkonklusionerne i den årlige **Student Survey**, som analysevirksomheden Universum netop har gennemført blandt godt 14.500 studerende i Danmark om disses præferencer, når det gælder deres kommende arbejdsgivere.

I takt med stigende økonomisk succes har Lego i år overhalet to af de traditionelt mest populære virksomheder i tidligere års undersøgelser, A.P. Møller-Mærsk og Novo Nordisk.

RELATERET INDHOLD

Tilføj søgeagent
Jesper Dansholm
Universum
Lego

Grafik

Virksomhed	Andelen af de studerende, der ønsker at arbejde hos virksomheden
Lego	10,1%
A.P. Møller-Mærsk	9,8%
Novo Nordisk	9,7%
Andet	70,4%

Ekstern avis Eksklusivt for kunder

BØRSEN. WEEKEND
Nå, så er det på tide at tage på ferie. Så er det tid til at tage på ferie. Så er det tid til at tage på ferie.

C20 - GULDGRUBE ELLER FALDGRUBE?
Gå til borsen.dk/C20tema

BERLINGSKE NATIONALT **KØB ABONNEMENT** LOG IND

Business Politiko Nationalt Globalt Debat Kultur Livsstil AOK Shop

Berlingske hver dag - fi den første måned for kun 49 kr. **BESTIL HER**

Ulrik Roux Wolkow
Senior porteføljeadministrator
PFA

"Se, hvad vi kan gøre for din private opsparing"
INVESTER MED PFA

Generation Y vil arbejde hårdt. Meget hårdt. Men vil selv bestemme hvor og hvornår

En krævende global generation har indtaget arbejdsmarkedet. Generation Y er født under en krise, men opvokset med betydelig frihed i hjemmet.

LØRDAG D. 16. MAJ 2015 KL. 20:00

SKRIV KOMMENTAR

COME HOME FOR CHRISTMAS
Save 50% on all Hannah sofas
Bolja.com

MEST LÆSTE
1. Tog på Michelin-

IT solutions when introducing WOW

Solution 1: USB docking

- Each desk will be equipped with a universal docking station and a power conversion cable
- All employees install a local driver
- Special solution for non-Lenovo products, e.g. cable solution
- Easy screen and power connection
- Telephones can be charged via extra USB ports in docking station
- Price per unit is DKK 960 per USB docking station and DKK 260 per power conversion cable
- To be implemented before moving to secure smooth implementation of ABW

USB docking station



Power conversion cable

Solution 2: Multiple cable solution

- Each desk will be equipped with an ordinary screen cable with small screws and two or more cables for old and new Lenovo computers and other computers
- All employees mount screen cable and power cable
- Price per extra unit of power cables is DKK 200



Extra power cable

We are satisfied with the overall results

Results from employee surveys in CP, CQ and GS

Questions supporting the key ABW benefits

	Global safety			Corporate quality			Corporate procurement		
	Difference	Pre	Post	Difference	Pre	Post	Difference	Pre	Post
The right facilities for any external partner - including colleagues visiting from other sites	0.76	2.83	3.59	0.36	2.80	3.16	0.56	3.18	3.74
A place to undertake a difficult or confidential conversation	0.50	2.91	3.41	-0.38	3.08	2.70	-0.04	3.33	3.29
Having the freedom to choose where I do my work within the building	1.17	2.55	3.73	0.78	2.80	3.59	1.17	2.82	3.98
Facilities to do concentrated work	0.20	2.96	3.16	-0.32	2.88	2.56	0.43	3.20	3.64
Good technology that allows me to connect with the right people	0.04	3.53	3.58	-0.25	3.57	3.32	0.37	3.40	3.77
Facilities to work with team/collaborative work	0.50	3.31	3.81	0.05	3.21	3.26	0.51	3.43	3.94
Easy access to the people I currently work with (project based)	0.16	3.42	3.58	0.07	3.59	3.66	0.36	3.70	4.06
Having the management's support to do my work from wherever I choose	0.39	3.37	3.76	-0.01	3.63	3.62	0.45	3.58	4.03
A strong and consistent Novo Nordisk identity/feel when entering the building	0.63	2.89	3.53	0.03	3.03	3.05	0.87	2.74	3.61
A culture that supports work-life balance	0.08	3.38	3.46	-0.11	3.46	3.34	0.15	3.75	3.90
A beautiful and inspiring workspace design	1.30	2.20	3.50	-0.09	2.63	2.54	1.93	2.23	4.16

Main drivers support Novo Nordisk's Triple Bottom Line and readiness for the future

ABW	Results from employee surveys in CP, CQ and GS Questions supporting the 5 key ABW benefits	Measured effect – pilot projects		
		CP	GS	CQ
Support attraction and retention of top talent	• The right facilities for any external partner – including colleagues visiting from other sites	24%	31%	16%
	• A place to undertake a difficult or confidential conversation	-1%	22%	-10%
	• Having the freedom to choose where I do my work within the building	48%	43%	25%
	• Facilities to do concentrated work	19%	16%	-10%
Accommodate employee colliding which supports relationship building and knowledge sharing	• Good technology that allows me to connect with the right people	19%	3%	-4%
	• Facilities to work with team/collaborative work	17%	29%	7%
	• Easy access to the people I currently work with (project based)	11%	11%	-2%
	• Having the management's support to do my work from wherever I choose	24%	20%	2%
Differentiated work needs	• A strong and consistent Novo Nordisk identity/feel when entering the building	27%	31%	9%
	• A culture that supports work-life balance	9%	10%	1%
	• A beautiful and inspiring workspace design	71%	47%	8%

* Data from "Building Index 2014", 50% savings on moving cost, 2014 for site BA, SØ and GE

** Data from Corporate Environmental Management, energy consumption 2014

*** Supported by data from 9A-D, 9E BA, pre-survey data compared to post-survey data



CREDIT SUISSE

Results from global survey at Credit Suisse

(The survey involved 13,000 employees)

Increase productivity and collaboration

- 83% of users at same or greater productivity
- 50% of users feel that the office enables them to do concentrated work vs 32% before
- UH2 staff reports 35% fewer sick days/month than Swiss average

Increase engagement and retention

- 70% find the environment stimulating and creative vs 38% before
- 51% of users interact with more staff outside their department
- 63% are satisfied with their working environment vs 53% before

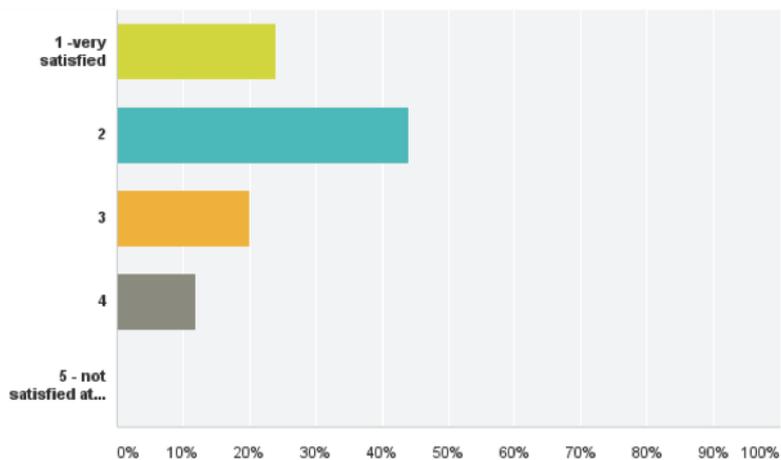
Attract top talent

- Pride in the workplace up to 91% from 63%
- 42% of users believe remote working is better support:
 - 26% of managers are more comfortable about managing remotely
 - 56% of staff work remotely at least occasionally, up to 42% before

SURVEY / Measures on current work environment



On a scale from 1-5, how satisfied are you with your current work environment?



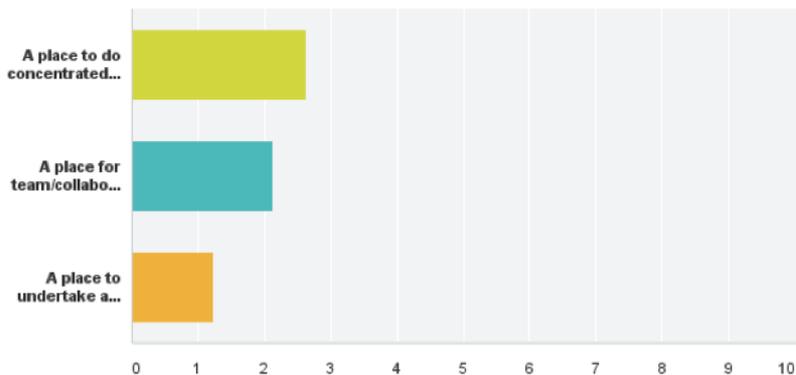
68%

.. of the employees asked
rated the current work
environment 1 or 2

SURVEY / Measures on Success Criteria



In order to support you carrying out your work under the best conditions, what would be the most important facility?



72%

.. of the employees who answered, rates **a place to do concentrated work** as very important

24%

.. of the employees who answered, rates **a place for team/collaborative work**, as very important

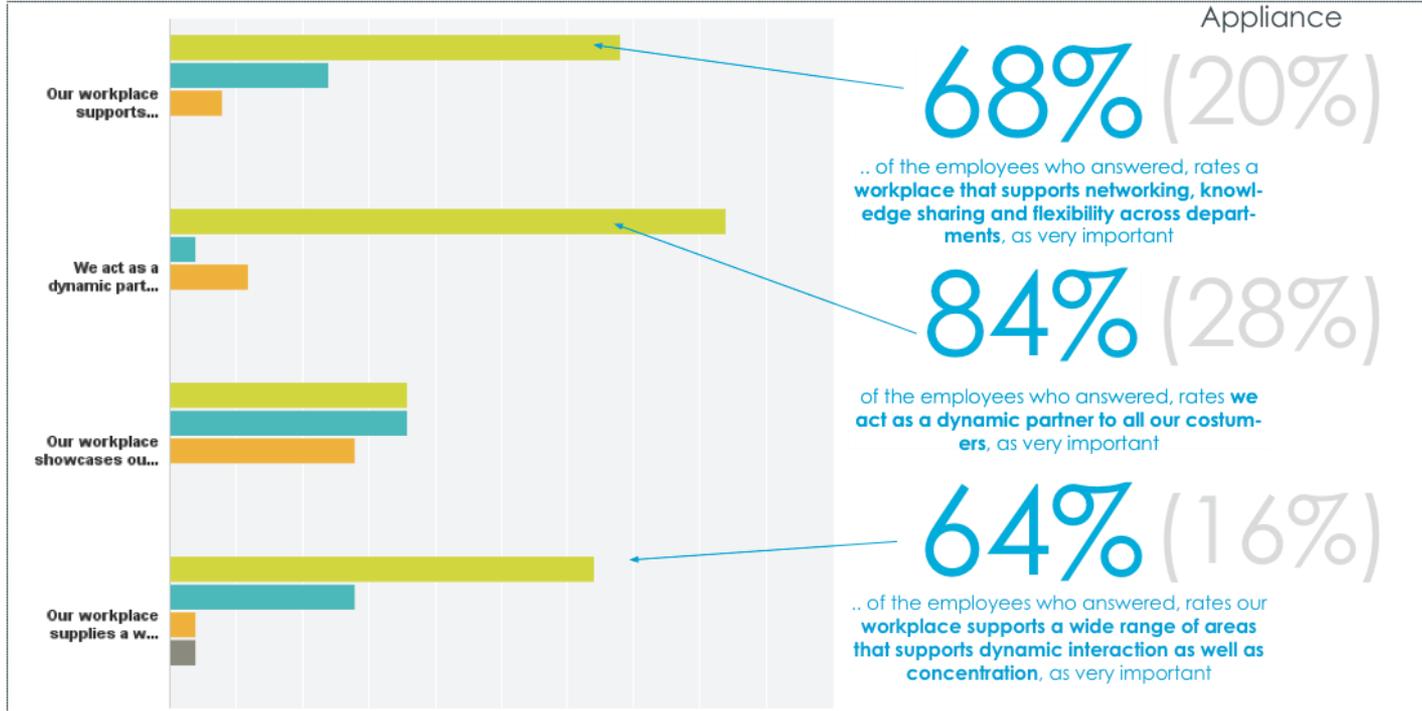
4%

.. of the employees who answered, rates a **workplace to undertake a difficult or confidential conversation**, as very important

SURVEY / Measures on Success Criteria



IMPORTANCE



Employee Comments

Needs and concerns (WTR + survey)

Concerns related to issues around **personal desks and desk size**

Employees emphasise a need of **space to do concentrated work** and the importance of being available for stakeholders.

Some employee express a need for more knowledge regarding **Activity Based Working** and the implications of this

"For få mødelokaler og stillerum"

"...it is important for me to have a permanent desk during the day because I work almost all day at the desk. But at times it is also important that the noise level in the room is not too loud. So I would appreciate "moveable" walls etc. that could minimize the noise and make it easier to concentrate."

"More people in the rooms - 224 and 240 - will only make more noise and less possibility for concentrated work. Smaller desks will make it difficult to perform review of documents because we often have to use many books or other documents to do our work. Finally, the out-put will decrease."

"Too many people in the same room makes too much noise and it is therefore not possible to concentrate."

"QA afdelinger er noget lig hovedbanegårde (mange stakeholders, der kommer og går), hvilket ikke matcher med at man også ofte har brug for at lave meget koncentreret arbejde i form af omfattende dokument review"