

A close-up photograph of a hand stacking several smooth, light-colored stones on a bed of vibrant green moss. The hand is positioned at the top right, with fingers carefully placing a stone. The background is softly blurred, showing more of the moss and the hand's movement. A semi-transparent white box with a lime green tab is overlaid on the left side of the image, containing the title and subtitle.

Unlocking Leadership

- an iconic move is initiated to succeed with the strategy



Merete Færgemand (MFRG)

Head of Leadership & Org. Transformation

Has worked 13 years in Novozymes in a number of leadership positions, across the Novozymes business and in different regions. Has a background with a PhD in biotechnology and worked as a leader for 20 years in global companies. Has a Master in coaching from IDC in Switzerland.



Søren Poulsen (SPOU)

Senior Leadership Specialist

Has worked two years in Novozymes as Senior Leadership Developer and more than 20 years in Novo Nordisk in different positions: Four years as Project Manager, seven years as a Manager and ten years as Leadership Development Specialist. Master of Science in Biology and trained Coach in motivation psychology.

Novozymes at a glance

Novozymes is the world leader in biosolutions. We use the power of biotech to help our customers grow their businesses while preserving the planet's resources and enabling better lives.

Broad-market presence across more than **30 industries in 140 countries**

Market leader with more than **700 biosolutions** that are inspired by nature

Driven by innovation with **~11% of total revenue** invested in research and development, and **26 biosolutions** launched in 2022

One of the first companies in the world to have its **net-zero target** validated by the Science Based Targets initiative

More than **6,700 employees** across 33 countries



Our purpose is at the heart of who we are and the guiding principle for the way we do business. It looks ahead to everything we aim to accomplish together with our customers, consumers, governments, academia and many others around us. We live up to our purpose by delivering on our strategy while staying true to our values.

Enabled savings of **65 million tonnes of CO₂** in global transportation in 2022 – equivalent to taking 27 million cars off the road.



Unlocking growth

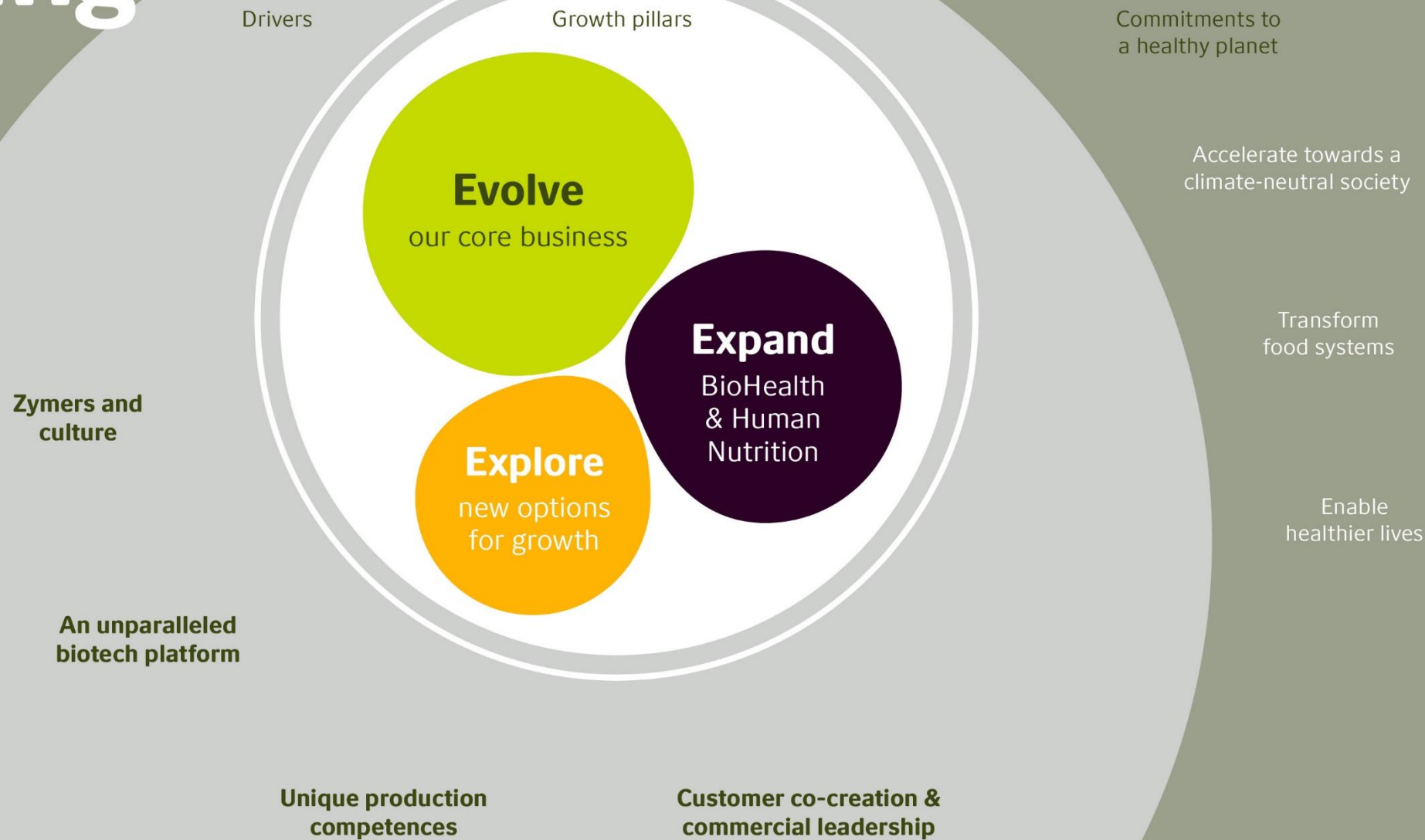
– powered
by biotech

It is a commitment
... that allows customers to grow
their business
... that creates an attractive
investment for shareholders
... that helps a growing world in
urgent need of answers

We are here to unlock growth
– powered by unparalleled
biotech, powered by purpose

Unlocking growth

– powered by biotech



We are investing in growth

**People
and skills**

**Production plants
and customer
co-creation centers**

**Innovation in
high-growth
opportunities**

**Acquisitions and
partnerships**

Guiding stars for Novozymes remain unchanged...

Purpose

Our role in society and long-term aspiration

Values

How we will behave to reach our objectives

TOGETHER WE
FIND BIOLOGICAL
ANSWERS FOR BETTER
LIVES IN A
GROWING WORLD
LET'S RE THINK
TOMORROW



...while we are stepping up on leadership

Leadership

- Successful implementation of the strategy requires a **strong leadership** and **clear direction**
- A **unified leadership** mobilized to lead the transformation
- We will distill relevant **behaviors** based on the new way of working with our strategy to nurture **holistic thinking** and **multidisciplinary collaboration** across the organization

We are on the journey towards Future Growth, and leadership should be at the top of our agenda to succeed with our ambitions



This journey requires a firm link between strategy, organizational changes and the leadership implications, so leaders are supported in being **drivers of the strategy**



We identify **4 key leadership behaviors** to nurture for Leaders of Novozymes to lead their teams through the transformation while holding on to the Core Leadership Skills and our strong values and purpose



We start with **Senior Leadership** to nurture **the right behaviors** and to align on what we must do differently to lead the company

A great Novozymes Leader is both a strong Business Leader and a competent People Leader...

Business orientation

Strong Business Leaders who have the capability to both **perform** and **transform**.

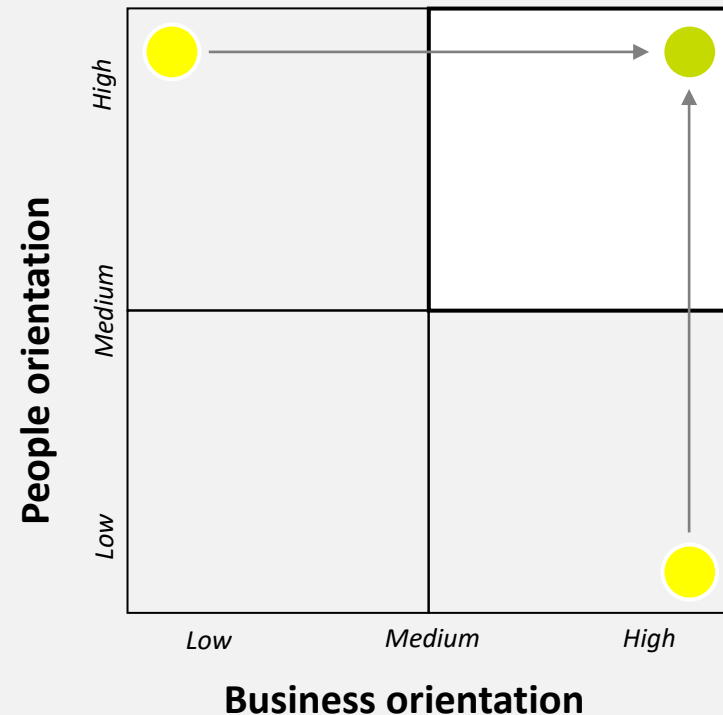
Superior business leadership will **execute mindfully, prioritize, align and commit** and **follow through** on decisions.

People orientation

Competent People Leaders **inspire, motivate** and **encourage** Zymers to achieve our visionary goals.

This will secure **high motivation and engagement**, driving the **strong purpose** through the **Novozymes values** and **human touch**.

...that's why we have developed a leadership framework that secures development on both parameters



The new leadership framework – first version

DOING MORE



DRIVE CHANGE

The development of the world and our company require that our leaders drive change continuously and enable followership from employees. We must hold on to who we are and the Novozymes spirit while transforming. We are all “Zymers of Change”.



FOLLOW THROUGH

Our leaders act as a united leadership team. They set clear expectations and drive a culture of delegation and accountability. Leaders take time for reflection to get aligned on a shared direction and approach and clearly prioritize, de-select and allocate resources according to this. Once aligned, leaders follow through on the shared direction with an enterprise mindset. Leaders accept failure and learn from it to ensure momentum. The overall picture beats perfection in every detail.

CONTINUE DOING



LEAD WITH PURPOSE

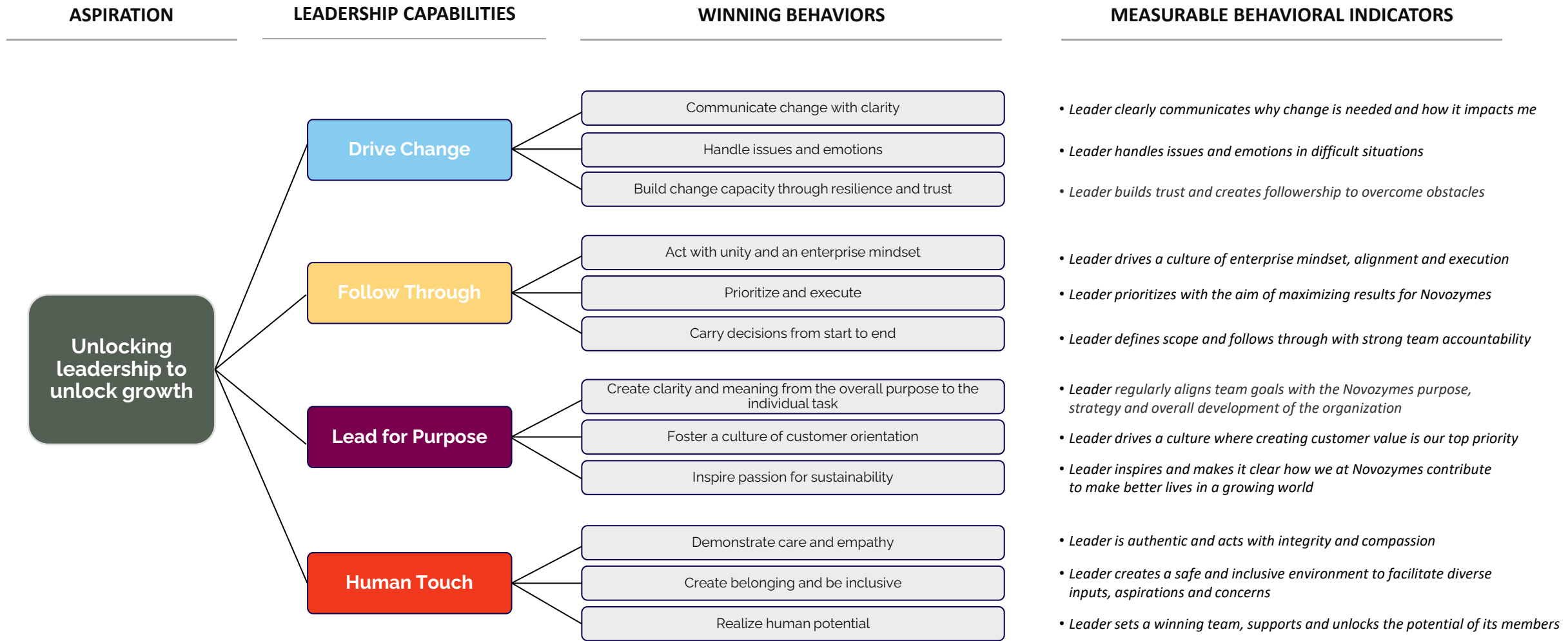
The leaders ensure alignment across the organization, creating a red thread from strategy to task. The leaders must secure that everyone knows and understand the overall purpose and direction of the organization. Our leaders can bridge paradoxes and absorb the ambiguity of opposites. It takes a finessed contextual awareness and a deep understanding of using differentiated approaches dependent on context and purpose.

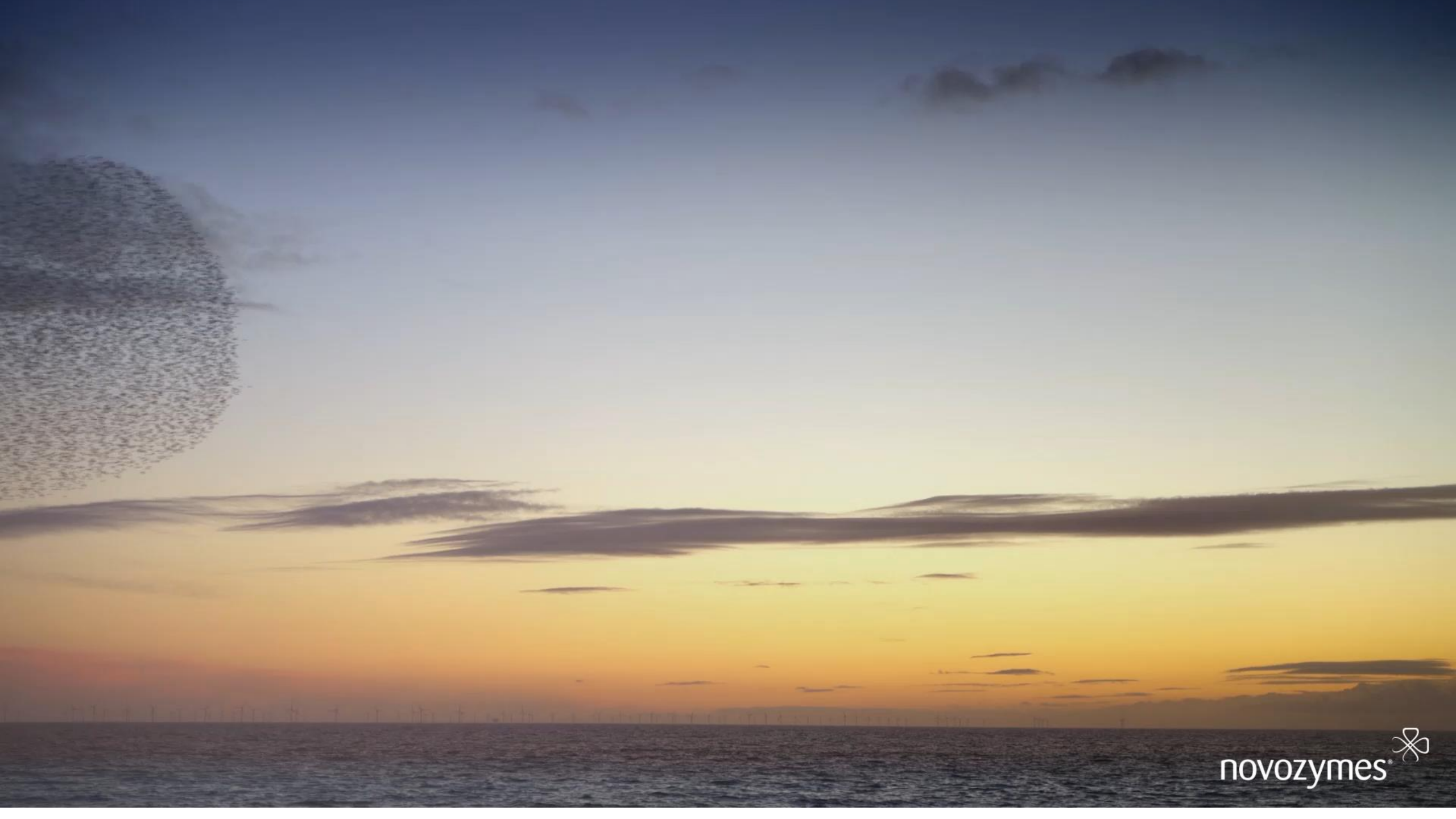


HUMAN TOUCH

Leaders sustain a trustful environment with psychological safety, well-being, diversity and inclusion. This will allow for openness to new ways of thinking and encourage appreciation and curiosity about new perspectives. We want our leaders to demonstrate care, empathy, authenticity and to lead with integrity and emotional intelligence. All leaders excel in handling tensions, conflicts, and difficult emotions. Every leader must have the courage to make difficult decisions when needed without compromising the respect and care for the individual.

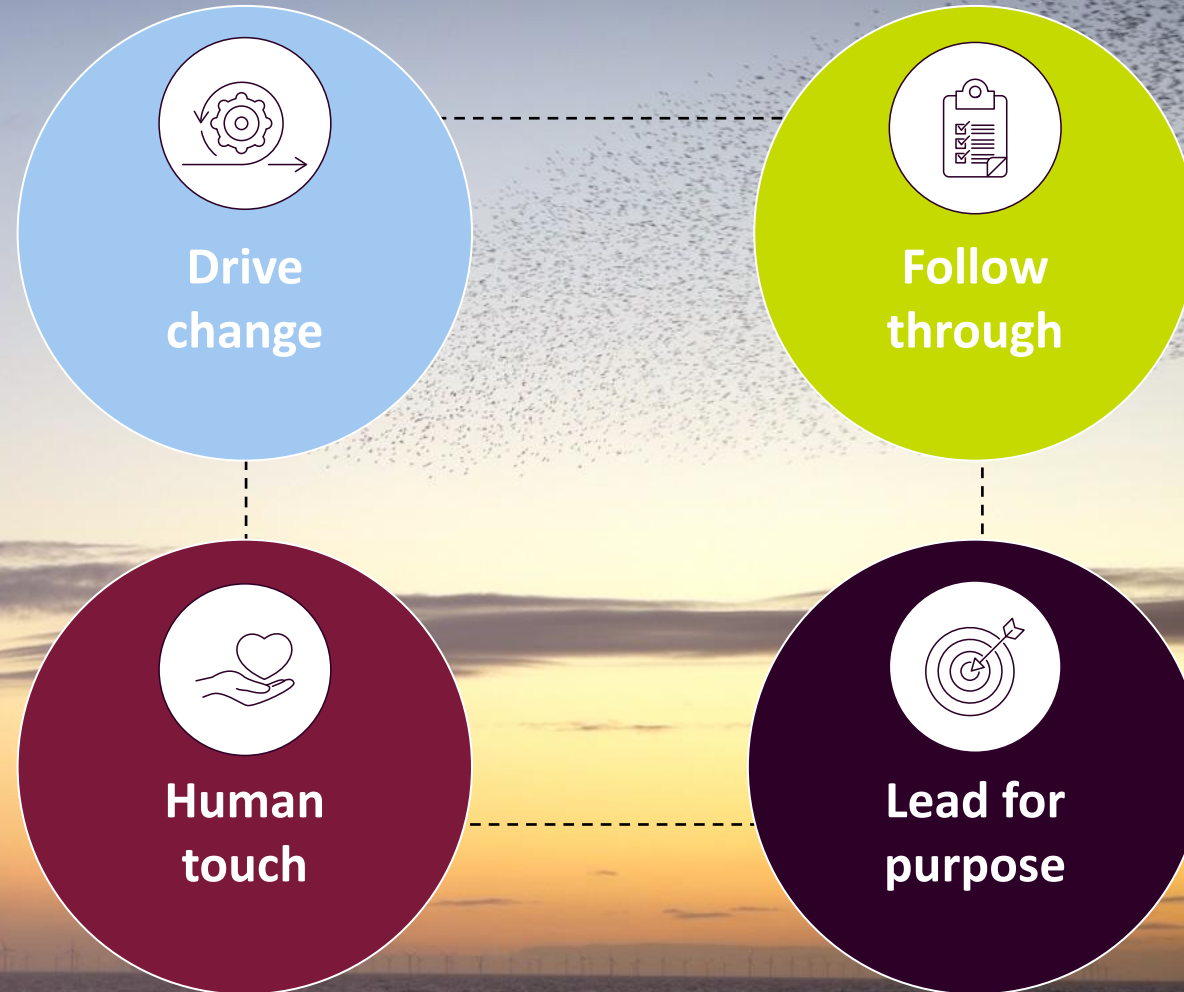
360° Leadership Assessment: Transforming Leadership Principles into Winning Leadership Behaviors for fact-based 360 Cultural Performance Assessment





Unlocking leadership to unlock growth

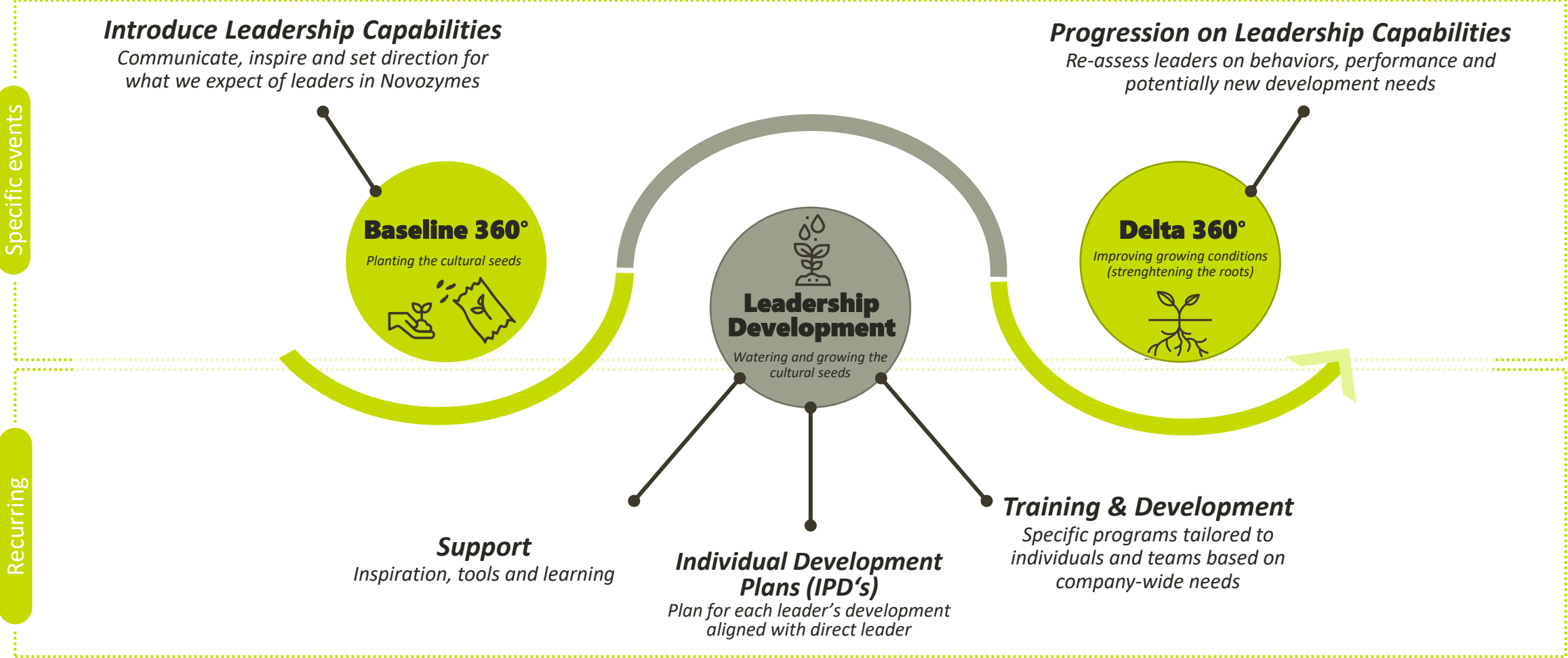
The four leadership capabilities



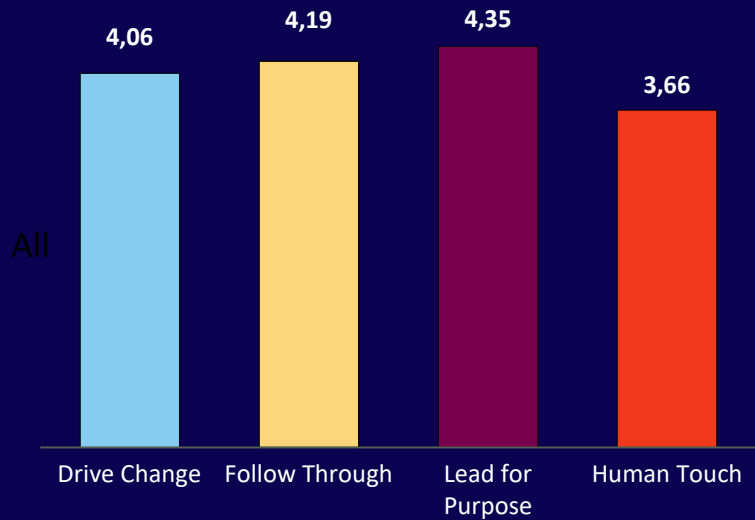
To drive anchoring of Leadership Behaviors, a 360-tool is rolled out to support self-awareness and invest in unified leadership development



Baseline on Leadership capabilities is complimented by strong learning and development focus before taking stock of progress one year down the line

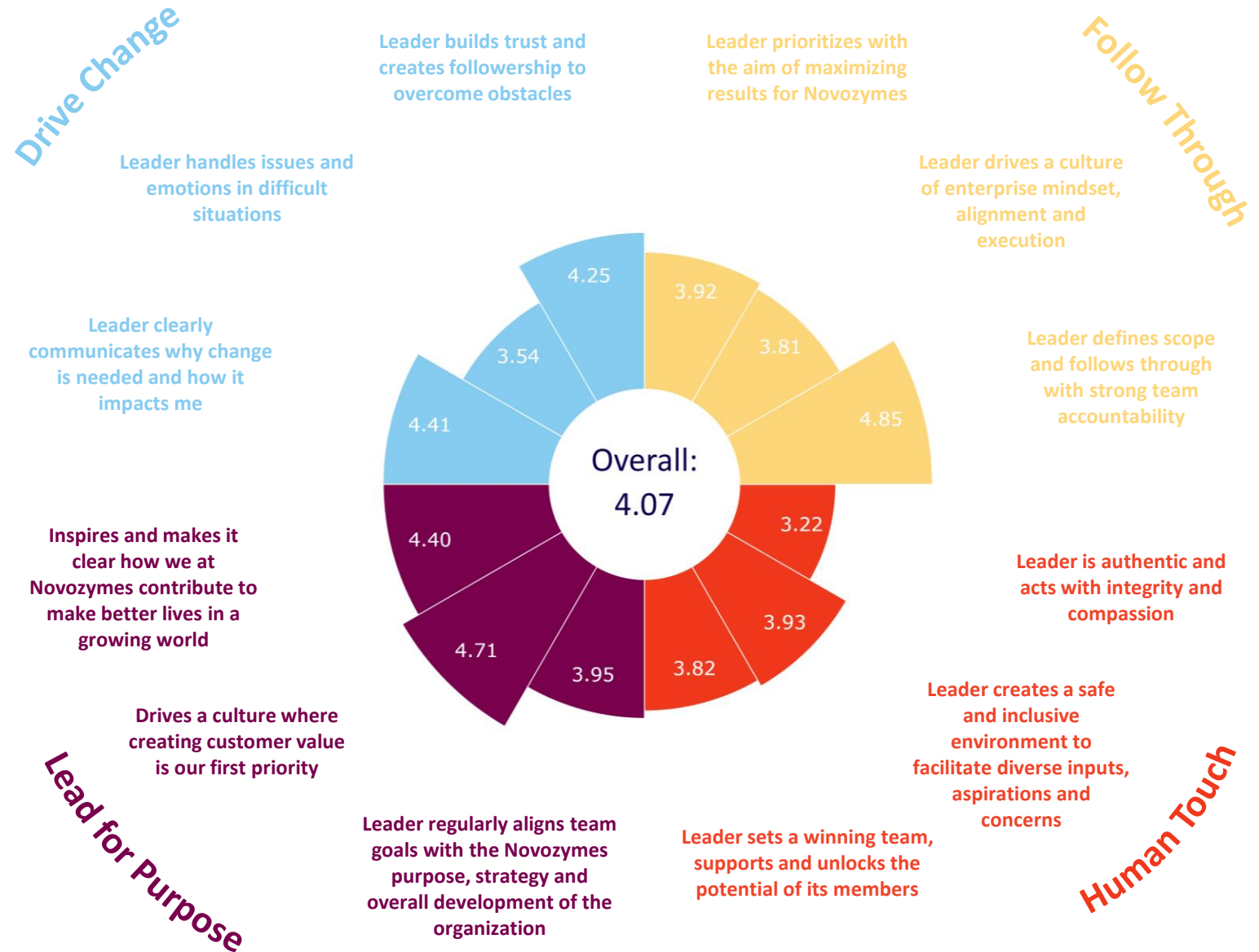


Anna Annonymous's best performing value is Lead for Purpose and the least performing value is Human Touch



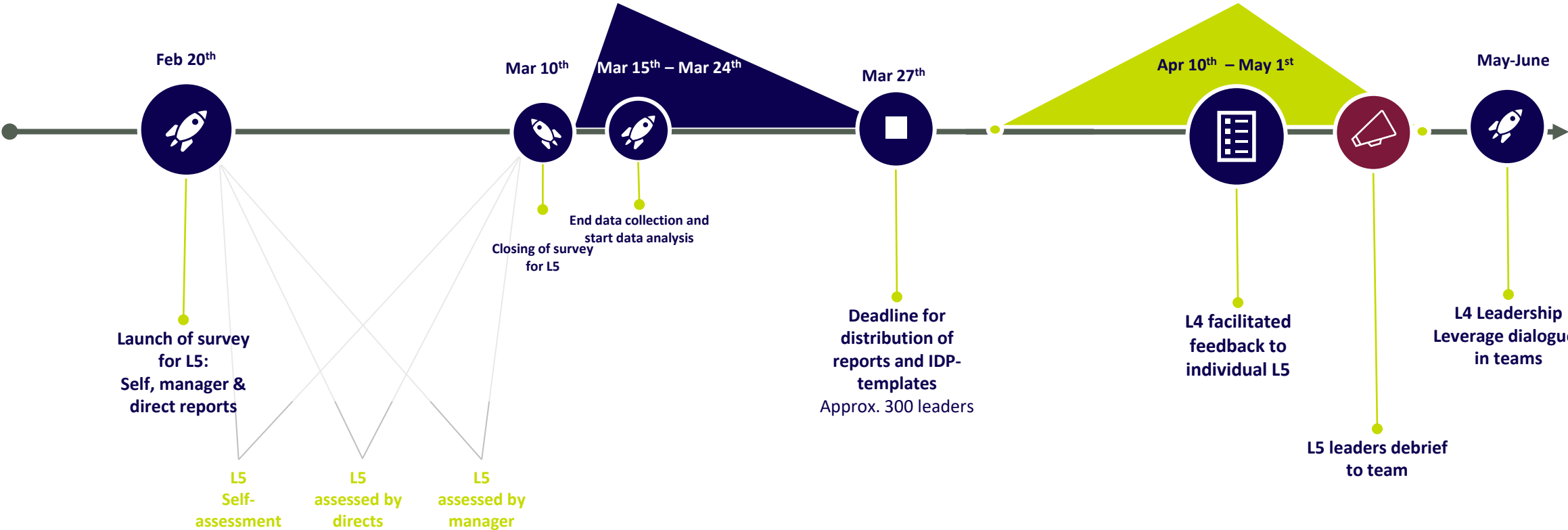
17 respondents

Example of assessment outcome

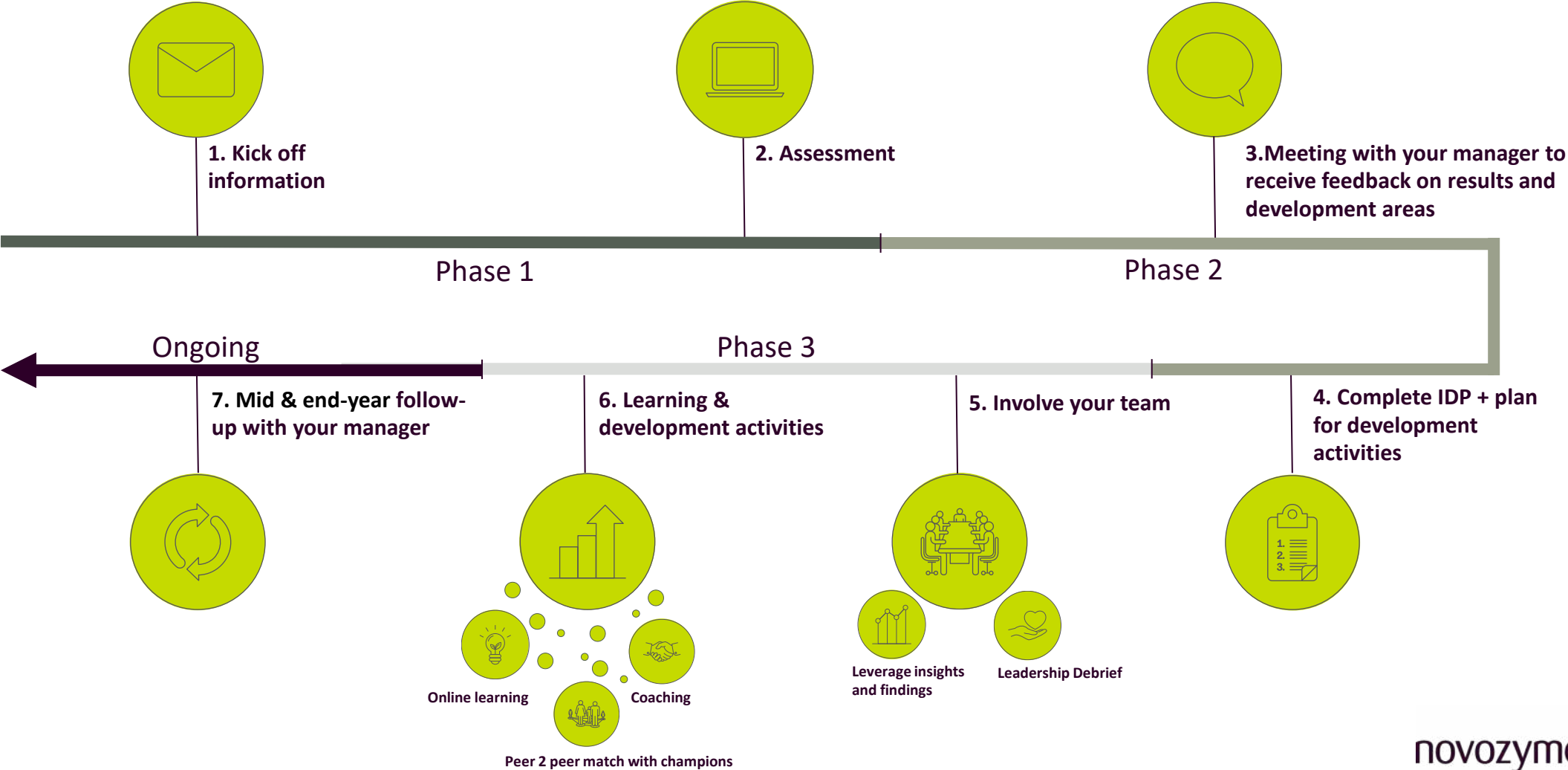


Note: Scale: 1 = Strongly Disagree 5 = Strongly Agree

Roll-out plan for L5 survey



Unlocking Leadership Timeline



We have insights to leverage in IDPs and team-talks

1

Individual Development Plan
Key take-aways from the 360 assessment

- What is your **key take-away** from the 360-degree leadership assessment?
- How does the 360 add value to your leadership development plan?

Explore the insights

- What **challenges/opportunities** do you foresee in your **current job** over the next year?
- Describe your **primary strengths** as a leader. Consider how they help you drive Unlocking Growth.
- How will you utilize and develop these going forward?
- What is most **needed for you to develop** to further unfold your potential?
- Other **reflections or input** that could add perspective to your development plan?

Action plan
What can you start developing now (short-term) that you can further build on to unfold your potential (mid-term)?

Target	Activities	Timeline

2

Leadership debrief (1): Sharing your take-aways with the team

Objective of Session

- To appreciate and acknowledge the time and energy that the leadership team has invested in your feedback

3

Leadership leverage (2): Leverage insights and findings across the team

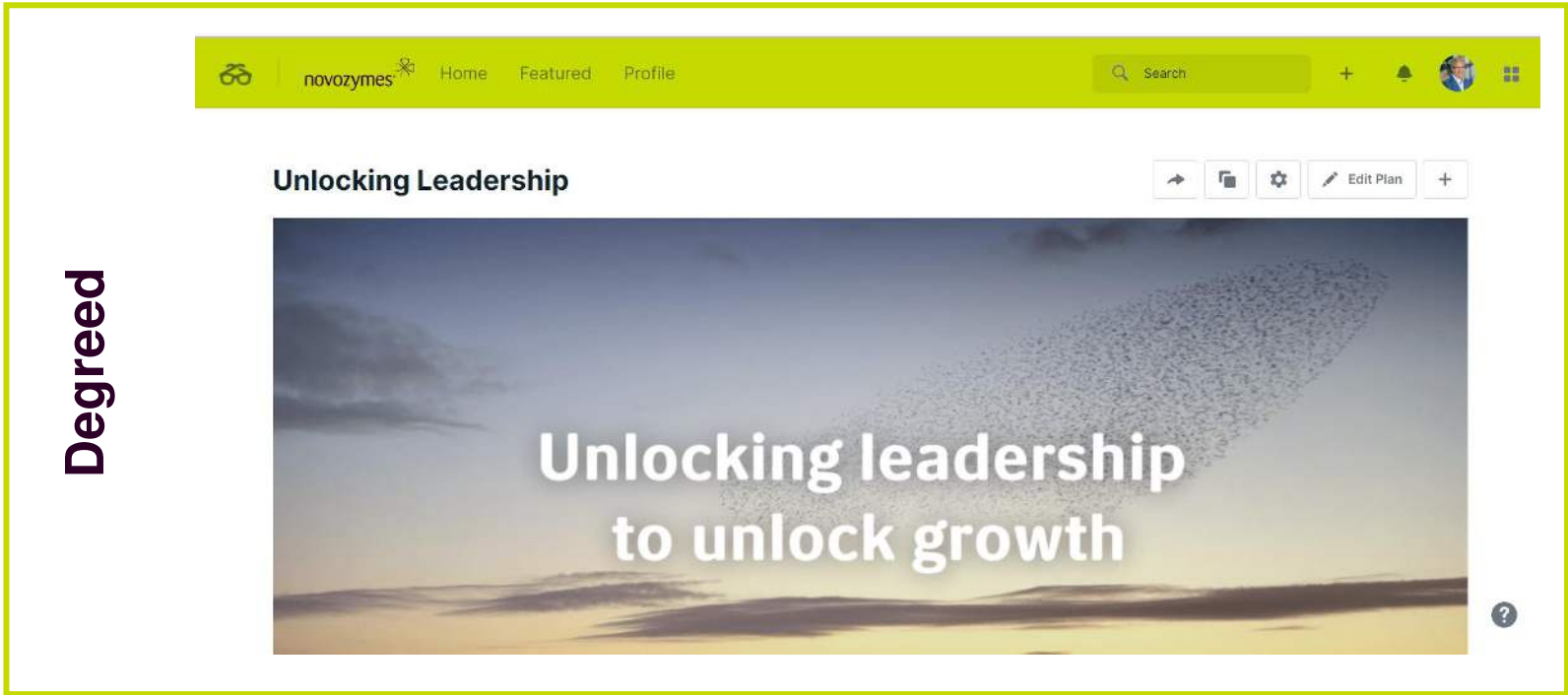
Objective of Session

- To have an open conversation in the team about the results, including different strengths and development areas and other relevant findings

Training in Leadership Capabilities

Train

Degreed



The screenshot shows a LinkedIn post from the user 'novozymes'. The post title is 'Unlocking Leadership'. Below the title is a video thumbnail with the text 'Unlocking leadership to unlock growth' overlaid on a background of birds flying over a landscape. The video player interface includes a share icon, a screenshot icon, a settings icon, an 'Edit Plan' button, and a plus sign. A question mark icon is visible in the bottom right corner of the video player.

GROW

Date	Course
16.03.2023	Follow-through - The cornerstone of execution
02.05.2023	Drive Change - We are all in the business of future growth
15.06.2023	Lead for Purpose - Creating meaningfulness
17.08.2023	Human Touch – People first



Leadership debrief (1): Sharing your take-aways with the team

Objective of Session

- To appreciate and acknowledge the time and energy that the leadership team has invested in your feedback
- To do a debrief of your results from the 360, including strengths and top priorities for future development

Agenda and flow

- Set the scene: **Why** the right leadership behaviours are crucial for succeeding with the strategy (Unlocking Growth)
- Present key take-aways from your 360 (both high and low scores); appreciate the input from the team and present your top priorities for future leadership development
- Save at least 15-20 minutes to a shared discussion of the leadership framework and how it is relevant for the team and it's future development

Desired Outcome of Session

- A closure of the feedback-loop from direct reports to L5 leader (the acknowledgment)
- A discussion of the leadership framework and how important leadership development is to the team and NZ.



Recommended time frame: 30-60 min



Leadership leverage (2): Leverage insights and findings across the team

Objective of Session

- To have an open conversation **in** the team about the results, including different strengths and development areas and other relevant findings
- To discuss what the team could do **differently** to **succeed** with the strategy: As a leader and as a team

Agenda and flow

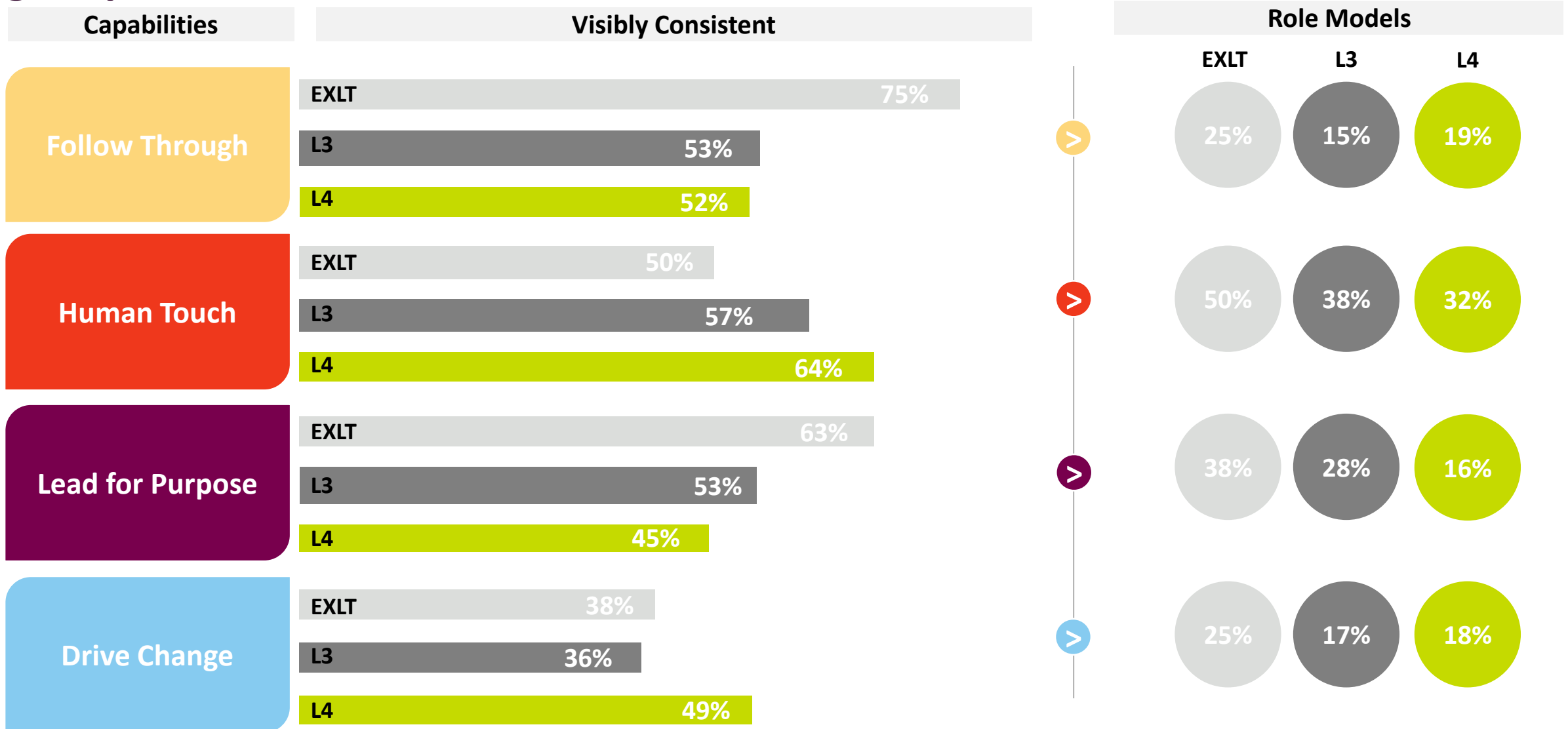
- Revisit the purpose: Why the right leadership behaviours are crucial for succeeding with the strategy
- Round the table: Sharing of key take-aways (both strengths and development areas)
- Reflect on the selection of peers or other relevant data insights
- Discussion: Let the team members discuss in smaller groups (e.g., 1:1) which findings are most relevant to develop as a team and how each leader can support one another going forward
- Wrap up from discussion and conclude the session: Align on team target and identify activities to support future development

Desired Outcome of Session

- The team is aligned on what the critical few things are to develop as a team
- The team has taken an important step in sharing leadership strengths and development areas and is committed to continue the leadership journey: As individual leaders and as a team.

To allow for enough time for conversation and alignment, the duration of the session should be at least 1.5 hours

Results so far. Overview of Visibly Consistent and Role Models in the group underneath on each level



Visibly Consistent = ≥ 4.0 on average across three behaviors

Role Model = one trait of ≥ 4.5

L1+2, N = 8, L3, N = 42, L4, N = 202

Unlocking Leadership project – KPI's from Line of Business and success rates



95% have received feedback on the 360 leadership report



82% perceived the initiative valuable or very valuable



73% have anchored the development areas into IDP

What's great about this project initiative?

- ❖ Easy to employ 360° assessment tool customized 1:1 with new leadership capabilities
- ❖ Assessment tool developed using behavioral design thinking making measurements of *real behavioral change* possible
- ❖ Every 700 leaders in Novozymes through same assessment process: Awareness and same language throughout the entire organization
- ❖ Unique opportunity to collect cross functional data on change
- ❖ Strong baseline creation and state of the nation landscape
- ❖ Strong data driven focus area initiatives to Line Of Business
- ❖ Very high satisfaction and completion rates
- ❖ GREAT value for money



Thank You for listening!

