

# How we successfully develop organization, leadership and work environment within AstraZeneca

## SHE – tools and methods

**Göran Hedkvist**

SHE Gothenburg

Health Promoter





AstraZeneca Gothenburg has conducted research at its location since 1967

- Over 50 buildings
- The total area is more than 230,000 square meters
- AstraZeneca is the region's 8th largest private employer

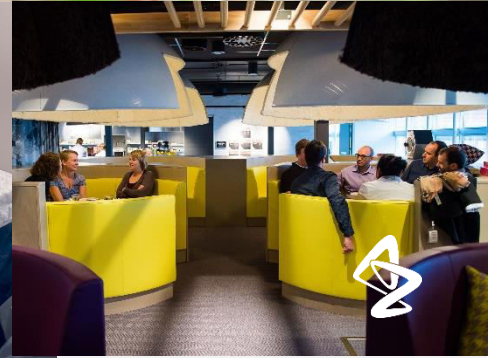


# AstraZeneca Gothenburg



- Home to 2,500 employees
  - 30 are professors
  - 600 have a PhD
  - 60% women and 40% men
  - 50 nationalities
- Accounts for 25% of the global R&D resources

As of 31 December 2016

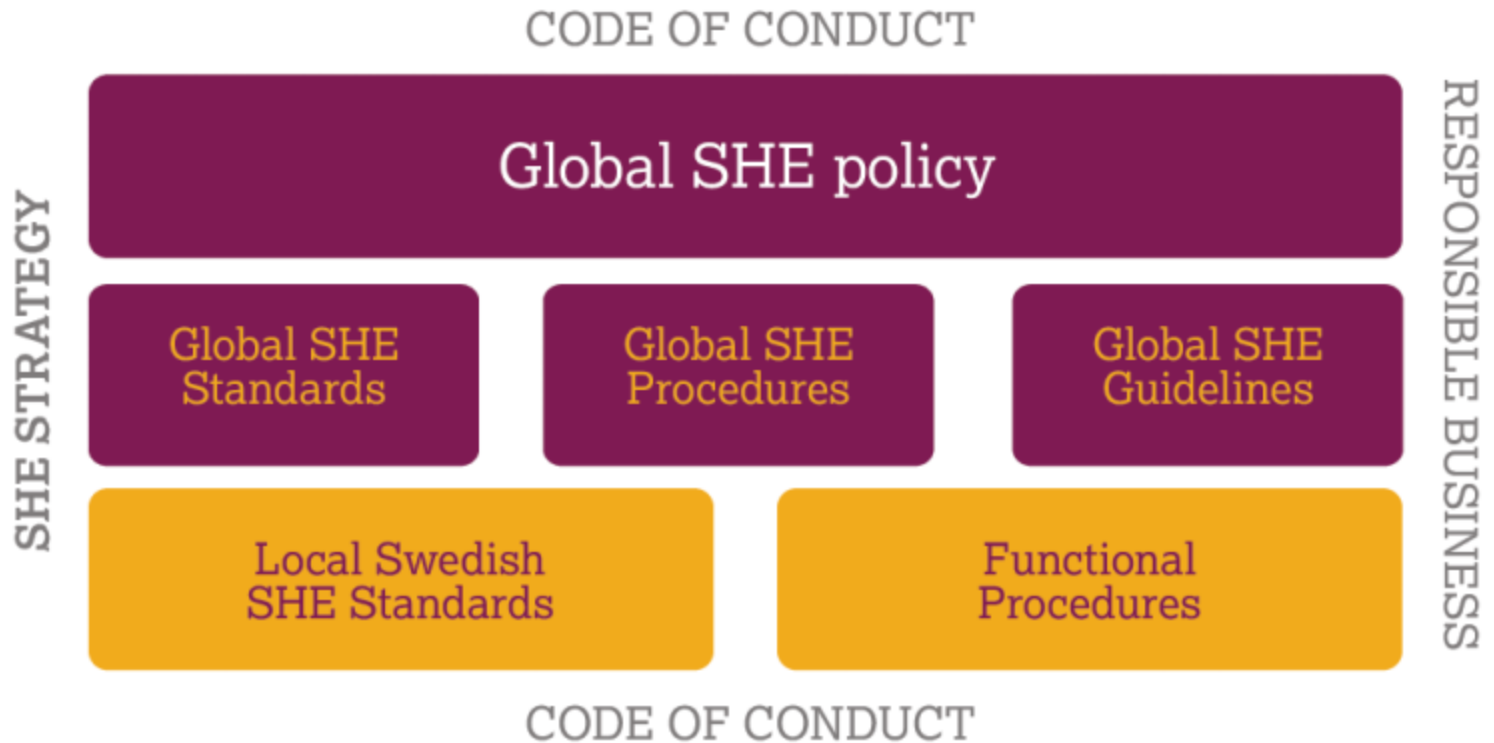


# Agenda

- **AstraZeneca Framework**
- **Systematic SHE integrated in the business**
- **Drive optimal performance**
- **HealthWatch**
- **Value creation for the Organization, Work group and the Employee**
- **Take home message**



# SHE Framework



# A way of communicating AZ SHE Policy

Play  
film:



# WHY?







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“Together, we can be confident that, by leading in science, we will transform the lives of patients around the world.”

Pascal Soriot

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## Our purpose

We push the boundaries of science  
deliver life-changing medicines

## Strategy

Achieve  
scientific  
leadership



Return  
to growth



Be a great  
place to work





# 2016-2025 Safety, Health & Environment Strategy

“To help achieve our Bold Ambition, AstraZeneca is committed to doing our ‘fair share’ to protect the planet and to keeping our people safe and healthy.



Being a healthy and safe place to work is part of being a great place to work.

Ambition

Work to eliminate workplace accidents and illnesses.



Using natural resources responsibly and efficiently, is part of doing the right thing.

Ambition

Further reduce our carbon footprint, maintain low water use levels, reduce waste, and promote resource efficiency.



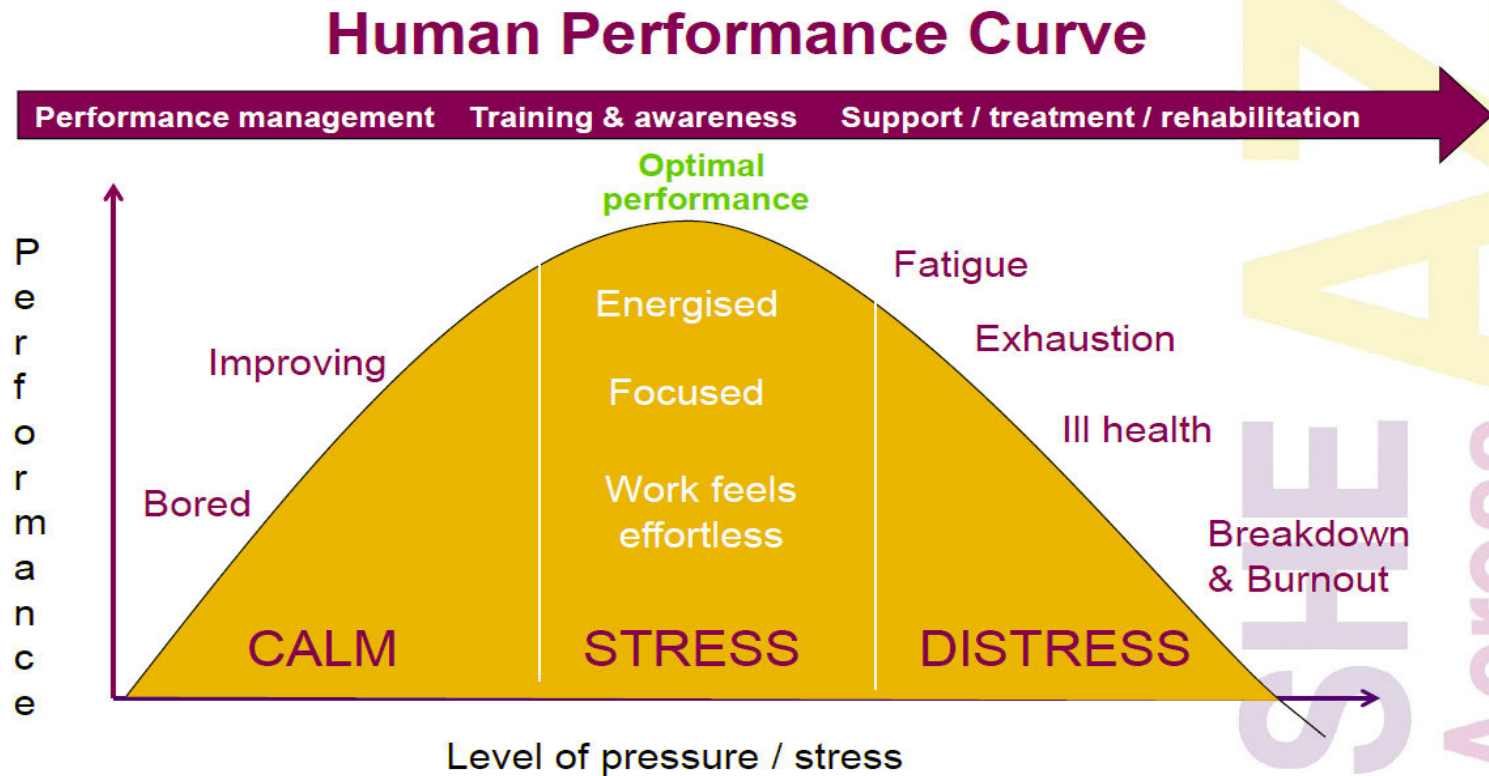
Paying attention to the environmental impact of our products is part of following the science.

Ambition

Ensure environmental safety for our products.



# Drive Optimal Performance



Yerkes RM, Dodson JD (1908).



The Gothenburg Site SHE Committee has defined objectives for dealing with **Work Place Pressure (WPP)**.

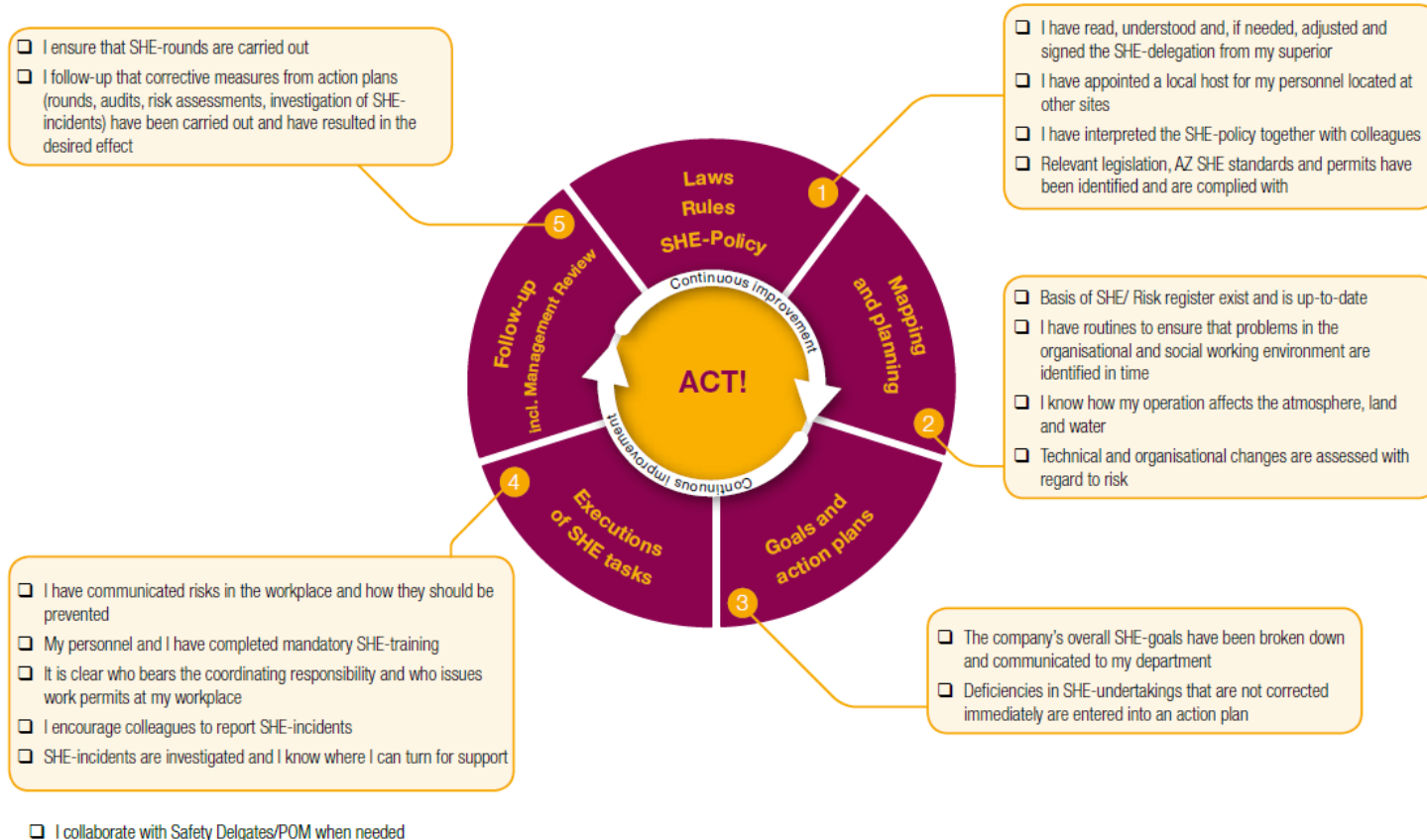
The following criteria must be met by each function to promote health and performance and strengthen the ability to proactively prevent ill health.

In Place RAG	FUNCTION/Department:	Date:	Action
	WPP as a risk factor. It is covered by the local Basis of SHE/Risk register.		
	WPP is covered by the local SHE plan (describing What, How, When and Who to control the risks).		
	The management and the organization has a system (see checklist, next page) in place to identify and act on early signals of too high WPP as a basis for balancing “demands – resources”.		
	Managers has the knowledge, mindset, resources and tools to act on unhealthy workloads.		
	Staff are aware of: -Which work tasks to perform -Which results to be achieved -If particular methods are there to perform the work, and if so how -Which work tasks are to be prioritized -From whom to receive help and support in carrying out the work		
	Management are counteracting scheduling of working hours which could lead to ill health.		
	When managers are located on other sites, SHE hosts are appointed and communicated to team members on site.		
	Is this a business where you can speak up if you have a different opinion? Your business challenges/problems are addressed and taken care of? Scheduled forums are available for dialogue?		

SHE Contact for unit (sign):  
SHE Department:  
Safety Delegate:

# SHE Management System

## SHE – Check!



# **SHE Risk Management**



# Department XXX

## Principles for optimal prestation- Basis of SHE

AFS 2015:4 Organisational and social work environment

- **Systematic SHEwork** (with the **results** from **HealthWatch**)
- **Managers** have **knowledge** how to **prevent/deal with** unhealthy workloads
- **Resources adapted** to the **demands** in the work
- **All employees shall know:**
  1. **which work tasks** to perform
  2. **which results** to be **achieved**
  3. if **particular methods** are there to perform the work, and if so *how*
  4. **which work tasks** are to be **prioritized**
  5. **from whom** to **receive help and support** in carrying out the work
- **Counteract scheduling of working hours** leading to ill health
- **Victimization** will **not** be **accepted**

The principles above are explained in the hand book "Managing Work Place Pressure, Stress and Wellbeing".



# Mandatory SHE Training AstraZeneca Sweden



## *Introduction employees:*

- **Access card training**
- **Workplace introduction**, *Manager responsible*
- **Wellbeing - Work Life Balance**, *e-learning*
- **SHE Basic Training**
  - *not mandatory for Managers, when it is a part of SHE Responsibility for Managers*
- **Basic training in Fire Safety**

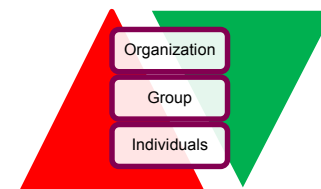
## *Additional for managers:*

- **SHE Responsibility for Managers**, Basic training
- **Sustainable Work Life**
- **SHE-rapportören**, *e-learning*
- **SHE training for non Sweden based Managers with staff in Sweden**, *e-learning*





# Occupational Health



Monday–Friday **0771-86 20 20** Appointment, counseling or  
[foretagsskoterskan.gothenburg@astrazeneca.com](mailto:foretagsskoterskan.gothenburg@astrazeneca.com)

	Mo	Ti	We	Th	Fr
Company Nurse	08.00-16.30		08.00-12.00	08.00-16.30	
Physician	08.30-16.00			08.30-16.00	
Psychologist*	08.00-16.30	08.00-12.00	08.00-16.30	08.00-16.30	
Ergonomist	08.00-16.30 **13.00-13.30		08.00-16.30	08.00-16.30 **13.00-13.30	
Physiotherapist***				08.00-16.30	

- Visits can also be given at external Feelgood centers  
 Feelgood Göteborg City, Otterhällegatan 2

**\* KJ 184/185**

**\*\* Demo room MA2**

**\*\*\* HE6**



# Oazen - Health & Wellbeing



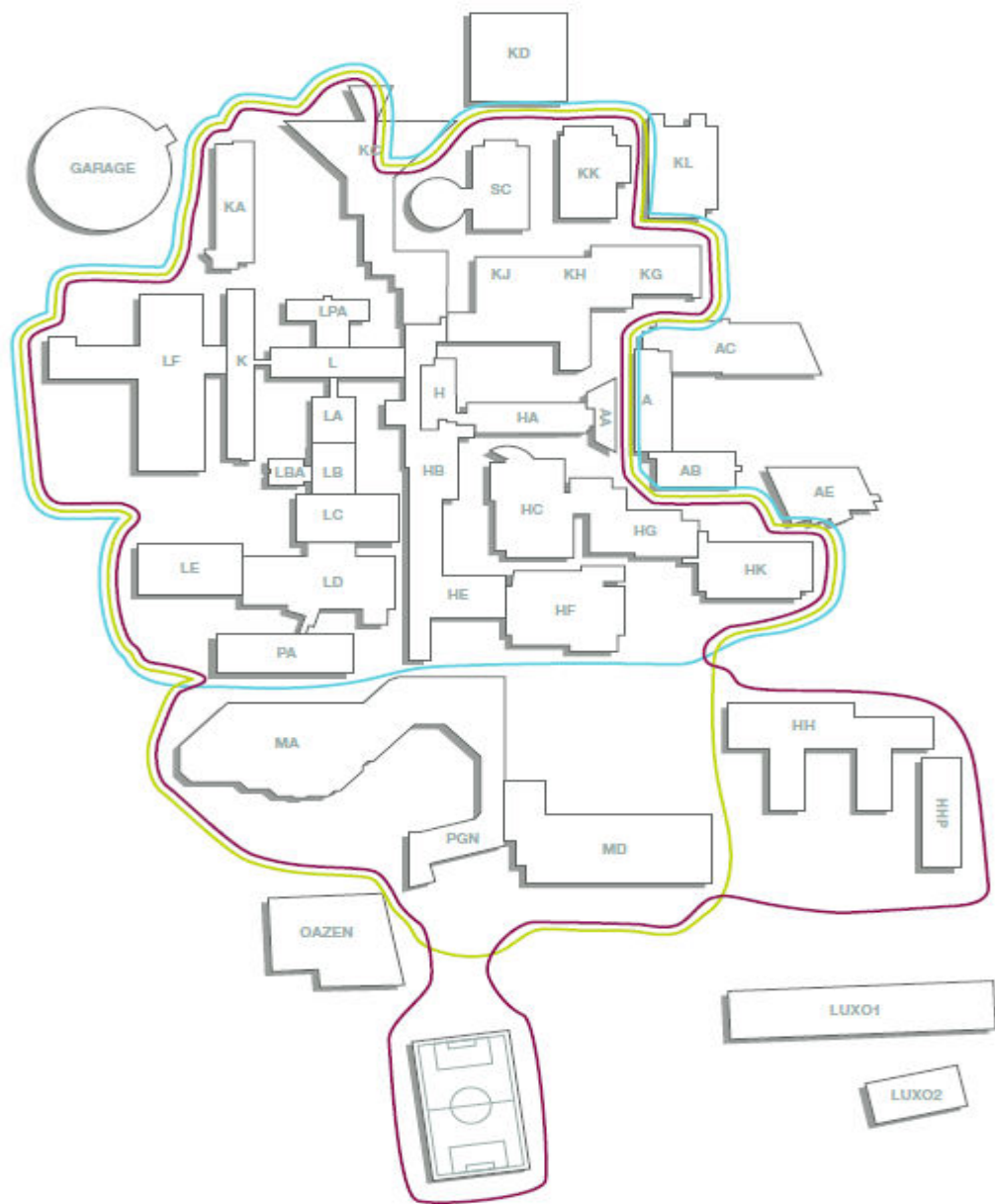
# AZ - Leisure Clubs

- ✓ Dog club (TPD)
- ✓ Film club
- ✓ Photo club
- ✓ Art club
- ✓ Choir
- ✓ Sports club

(Dance, Table tennis, basketball, Badminton, Volley-ball, Tennis/Padel, Squash, Angling, Staff Discounts, Orientation, Mountain Biking, Motion races, Model airplane, Korpen Hockey, Climbing, Floorball, Horses, Golf, Outdoor life, Football)

Cycle network Mölndals Stad



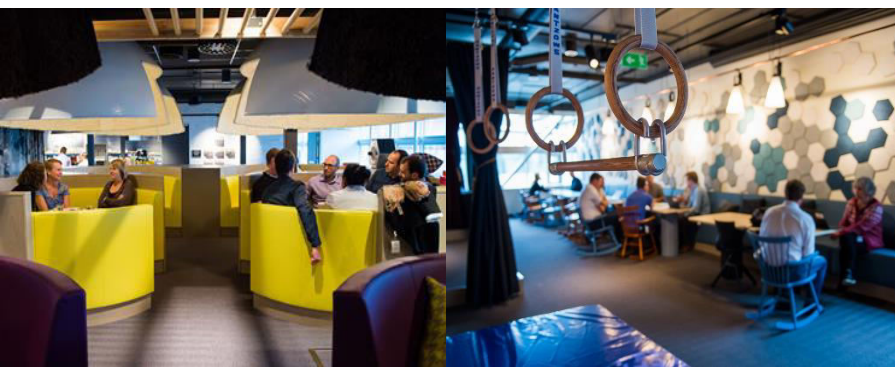
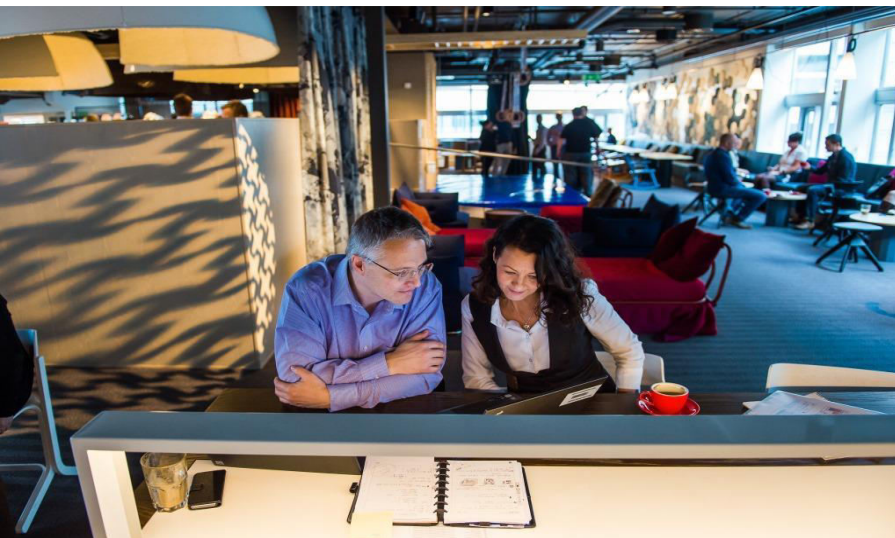


- 2500 steps / 25 min
- 1950 steps / 20 min
- 1370 steps / 15 min





# AZ Gothenburg Coffee lab: A creative place for collaboration



## EKONOMI: PROFILEN

### Här är fikan ett medel för kreativitet

– Det är sällan någon sitter på sin kammare och kommer på briljanta idéer. Vi vill inspirera till fler möten, säger Jenny Sundqvist, verkställande platschef på Astra Zeneca Göteborg. Det är tankegången bakom det läkemedelsbolaget kallar Coffee Lab.

■ I dag verkar många koppla samman kreativitet med den fysiska miljön på jobbet. Varför tror du?

– Att de flesta uppgifter sker i diskussion och i samarbete med andra är inget nytt – det är sällan någon sitter på sin kammare och kommer på briljanta idéer. Det var ju därför Astra flyttade hit på 60-talet, för att komma närmare Sahlgrenska och den kompetens som finns där. – Det finns forskning som visar att om du sitter vid en viss plats vid ett visst skrivbord och går in i samma miljö varje dag är det svårare för dig att tänka innovativt. Vi jobbar hela tiden för att

öka kreativiteten och innovationsförmågan hos de anställda. Det här är en miljöförändring för att uppmuntra folk att tänka i lite annorlunda banor.

■ Vad är ett Coffee Lab?

– Vi ville bryta upp de traditionella gränserna kring vad en kontorsyta kan användas till. Tanken är att detta ska vara ett alternativ för de som vill ha variation från sin vanliga arbetsplats som ofta är ett skrivbord eller ett labb. På den 350 kvadratmeter stora ytan finns till exempel runda bord där man kan ha gruppmöten, långbord där man kan sitta individuellt och ha möten eller bara fika, det finns en scen och ett antal soffgrupper.

■ Varför behöver ni det här?

– En kärnfråga för oss är hur vi ska få människor att trivas på jobbet, och då är den fysiska miljön viktig. Vi är 2 500 personer, som nästan alla jobbar med forskning i någon form, och vi är helt beroende av människors innovativa tankar. En god arbetsmiljö är också här för

**Fakta: Jenny Sundqvist**

Gör: Verkställande platschef på Astra Zeneca Göteborg.

Ålder: 44 år.

Familj: Sambo och fyra barn. Två ägna och två bonusbarn mellan 8 år och 15 år.

Favoritplats på kontoret: Jag gillar att sitta i kafémiljö, till exempel i en soffa.

oss en fråga om att lyckas attrahera rätt människor, vi konkurrerar om talangfulla människor med bolag i hela världen. Här i Sverige har vi inte precis vad det som konkurrensfördel – och då får vi fokusera på andra aspekter.

■ Hur fick ni inspiration till detta?

– Inspirationen kommer snarare från restaurangmiljö än från traditionella konferensrum. Dessutom jobbar allt fler på kaffer i dag, och det har också varit en inspirationskälla.

■ Hur ser annars kontorsmiljön ut hos er?

– Det är olika. Många jobbar i en kombination av labb och vid skrivbord. Vi har enskilda rum, öppna landskap och just nu gör vi ett försök med ett aktivitetbaserat kontor,



## Managing Workplace Pressure, Stress & Wellbeing

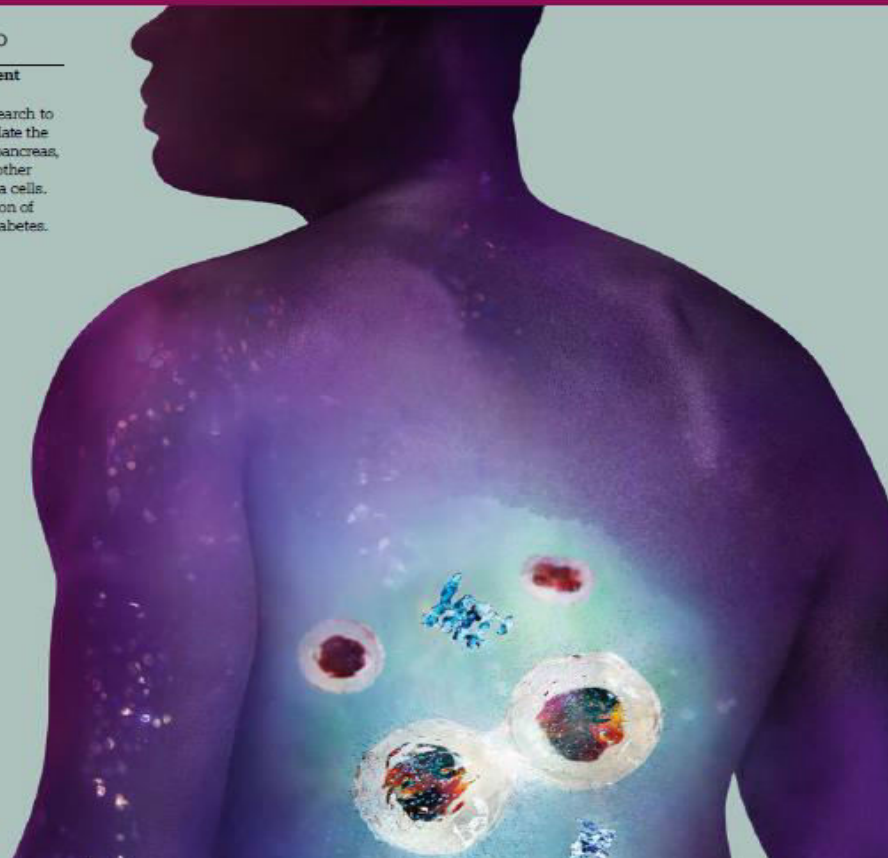
HR/SHE Sweden

MAY 2016

### What science can do

#### **Pancreatic beta cells at different stages of regeneration**

AstraZeneca is conducting research to find medicines that could stimulate the proliferation of beta cells in the pancreas, or induce the differentiation of other cells into insulin producing beta cells. The aim is to stop the progression of or even reverse the course of diabetes.





# Strong Performance During 2016

## Performance

- ✓ DSJI (up to 86%; # 2 in sector)
- ✓ ATMi (biggest mover)
- ✓ Carbon/water targets
- ✓ Waste target
- ✓ HHA implementation



MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM

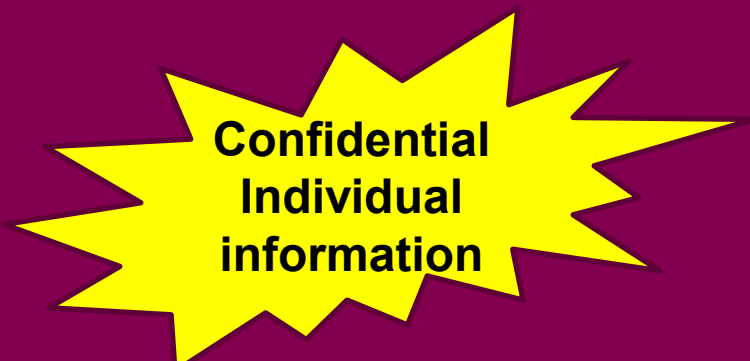
## Integration

- Pulse Question
- Leadership and recruitment pilots
- Council and Advisory Board
- Sustainability & IR collaboration
- Capital Investment





➤ **HealthWatch**

A yellow starburst graphic with a black outline, containing the text "Confidential Individual information".

**Confidential  
Individual  
information**

➤ **Value creation for the Organization,  
Work group and the Employee**



# SHE – Integrated in the business



## Mitigation of Workplace Pressure & Management of Change to Drive Optimal Performance

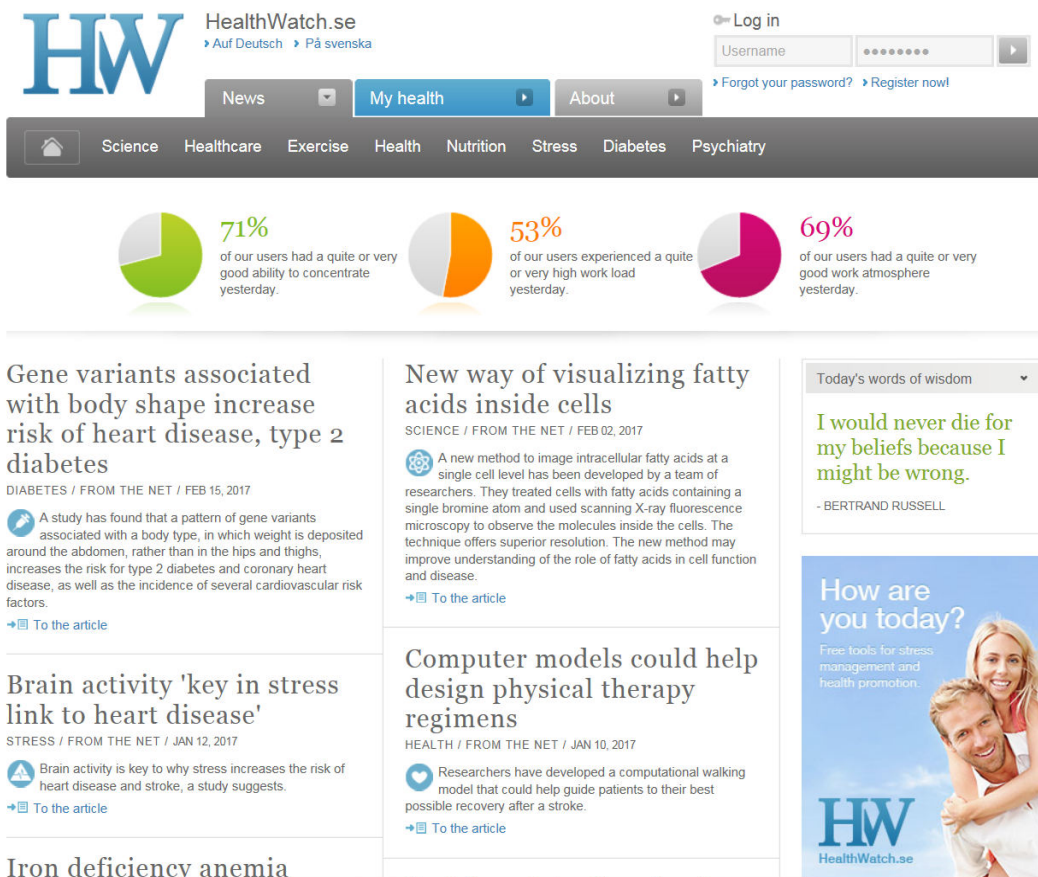
Web-based stress management and health promotion via HealthWatch at;

- ❖ *Organizational level*
- ❖ *Group level*
- ❖ *Individual level*

***Organizational commitment at all levels!***



1. Latest science news – [www.healthwatch.se](http://www.healthwatch.se)
2. Follow and promote health development over time – HealthWatch 11
- 2b Solution focused and time efficient exercises
3. Create a systematic approach and work with continuous improvements in the organization



**HealthWatch.se**  
 Auf Deutsch På svenska

Log in  
 Username Password

Forgot your password? Register now!

News My health About

Science Healthcare Exercise Health Nutrition Stress Diabetes Psychiatry

71% of our users had a quite or very good ability to concentrate yesterday.

53% of our users experienced a quite or very high work load yesterday.

69% of our users had a quite or very good work atmosphere yesterday.

**Gene variants associated with body shape increase risk of heart disease, type 2 diabetes**  
 DIABETES / FROM THE NET / FEB 15, 2017  
 A study has found that a pattern of gene variants associated with a body type, in which weight is deposited around the abdomen, rather than in the hips and thighs, increases the risk for type 2 diabetes and coronary heart disease, as well as the incidence of several cardiovascular risk factors.  
 To the article

**New way of visualizing fatty acids inside cells**  
 SCIENCE / FROM THE NET / FEB 02, 2017  
 A new method to image intracellular fatty acids at a single cell level has been developed by a team of researchers. They treated cells with fatty acids containing a single bromine atom and used scanning X-ray fluorescence microscopy to observe the molecules inside the cells. The technique offers superior resolution. The new method may improve understanding of the role of fatty acids in cell function and disease.  
 To the article

**Brain activity 'key in stress link to heart disease'**  
 STRESS / FROM THE NET / JAN 12, 2017  
 Brain activity is key to why stress increases the risk of heart disease and stroke, a study suggests.  
 To the article

**Computer models could help design physical therapy regimens**  
 HEALTH / FROM THE NET / JAN 10, 2017  
 Researchers have developed a computational walking model that could help guide patients to their best possible recovery after a stroke.  
 To the article

**Iron deficiency anemia**

Today's words of wisdom  
 I would never die for my beliefs because I might be wrong.  
 - BERTRAND RUSSELL

**How are you today?**  
 Free tools for stress management and health promotion.  
 HW HealthWatch.se



# Why use this support tool?

- Fact based dialogue and decision making
- Simplifies to be a good manager and develop people and organization
- Flexible tool to be used on Organizational, Group or Individual level (*total confidentiality on individual data*)
- A systematic approach for continuous improvement



*HealthWatch is based on today's combined expertise and many years of research.*

\* Hasson et al (2005), Psycho physiological effects of a web-based stress management system. A prospective, randomized controlled intervention study of IT and media workers, [BMC Public Health, 5:78](#)



# HealthWatch – Systematically approach



## Action Plan (example):

	What should be done, by whom? When?	Follow-up: When? Who? How?
1. Increased clarity	Who does what within the Organization. Clarity in Roles and responsibilities. <i>LT + Managers, Nov 2013</i>	February 2014. <i>Managers, one to one</i>
2. Decision making	What is the most effective way to take decisions on various issues? <i>Skillgroups + manager, Jan 2014</i>	March 2014 Presentation at our department meeting <i>Skillgroups + manager</i>
3. Continued good working climate	How can we maintain our friendly and positive working atmosphere? <i>Work group formed, Nov 2013</i>	Followed up monthly at our department meetings

	How satisfied or dissatisfied are you with it?		
	Satisfied	Neither	Dissatisfied
Often	79% (71%)	0% (2%)	0% (1%)
Neither	0% (7%)	9% (6%)	6% (5%)
Rarely	3% (2%)	0% (3%)	3% (3%)

**QPS**

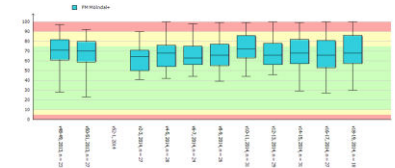
**Follow Up**

**QPS** = Questionnaire for psychological and social factors at work  
**QPS Nordic** is a questionnaire developed by the Nordic Council of Ministers (~12 min to complete).  
**HW-11** = HealthWatch 11 questions, *takes 30 seconds to complete!*

**HW-11**

**Monthly reports**

**How high is your work load right now?**



HW

**Early warning system!**



# Manual - How to make a 5 min report

1. Scroll quickly through QPS results in 5 minutes, use + - on report.

- Positive results / Improvement areas - “hot spots”

A) Health status

B) Recovery / Energy - *Index Questions*, observe what they say (end of QPS)

C) Support, Leadership

2. Demands, Clarity, Control.

3. Work Life Balance, Victimization



Focus on the psychosocial work environment

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4. Positive results

5. Improvements areas (Hot Spots)

---

6. Next step



# QPS-results from HW ➡ Create action-plan!

## 1. Focus on strenghts and opportunities (3+1)

➤ What are our strenghts today?

Select 3 areas/issues

➤ What could be improved?

Select 1 area/issue.

## 2. Shared responsibility – Participation!

➤ Entire team owns the results!

Everyone contributes !

*Create engagement, possibility to influence*

➤ Divide into small groups (4-5 employees/group)

**A)** Agree on 3+1 **B)** Vote **C)** 1-3 Prioritized actions

## 3. Levels of influence – which differ

### - Organization

- Information and clarity
- Culture
- Leadership
- Influence

### - Work group

- Workload
- Cooperation
- Climate

### - Individual

- Health and Lifestyle
- Sleep and recovery

*Optimal Performance and  
maintained health*

## 4. Process oriented work

➤ Present situation ➡ Desirable situation

Reflection (individual/small groups 4-5 )

➤ Create solutions and finalize action-plan

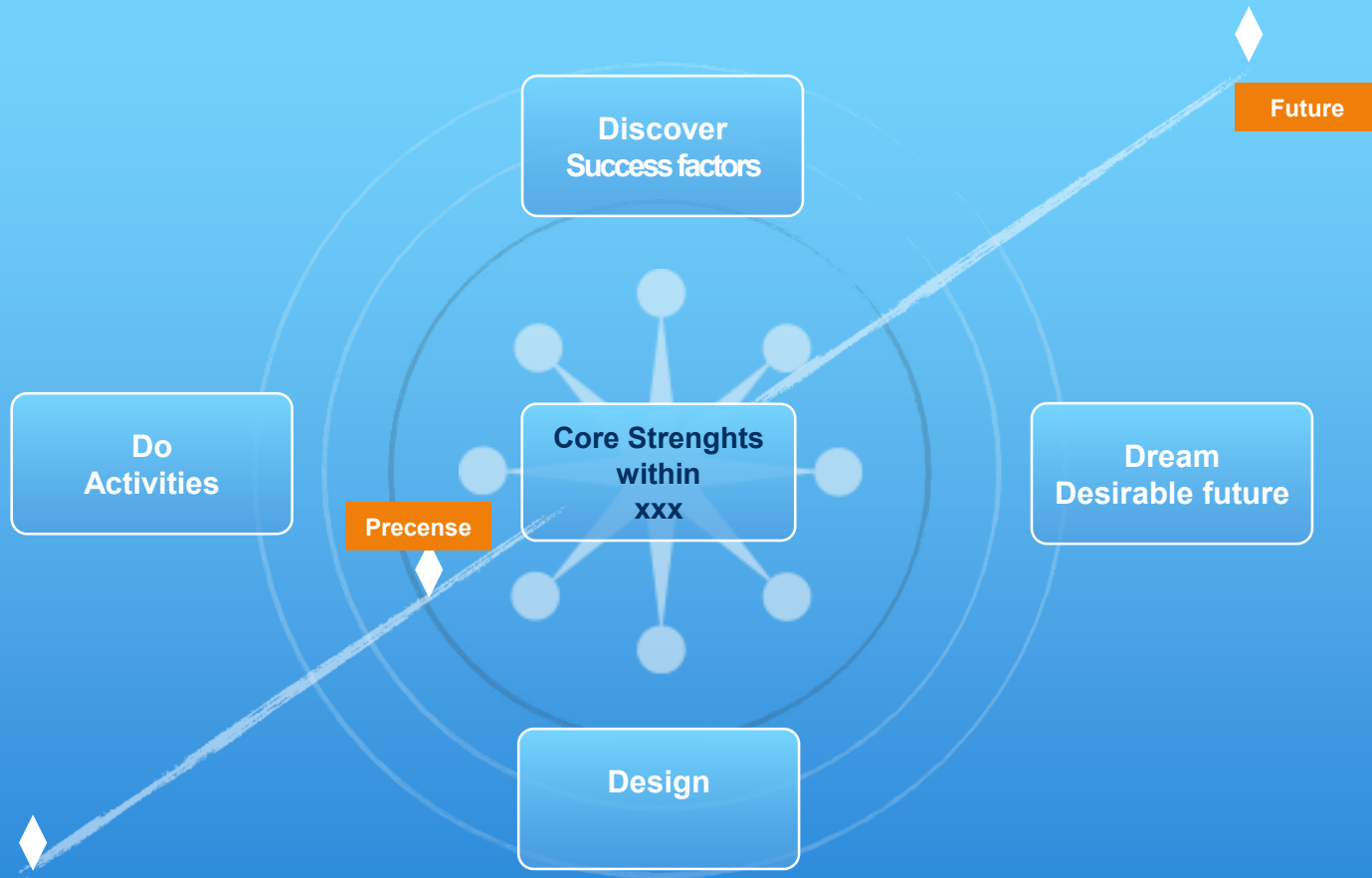


## Follow-up regularly!





# Strengths Based Culture



# Great Place To Work Plan

	Purpose	Approach	Questions
<b>PROMOTION</b> "Successful Organization"	<ul style="list-style-type: none"> <li>• Promote, strengthen positive behaviors</li> <li>• Define success factors at work</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and strengthen success factors at work</li> <li>• Create plans for further success!</li> </ul>	<ul style="list-style-type: none"> <li>• How is it, when it is at its best?</li> <li>• How do we drive improvement of our business together?</li> <li>• How do we strengthen performance and job satisfaction?</li> </ul>
<b>PREVENTION</b> "Conscious organization"	<ul style="list-style-type: none"> <li>• Preventing ill-health</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and minimize risks</li> <li>• Problems/Risk Inventory</li> <li>• Root cause and effect analysis</li> <li>• Action plan to minimize risk</li> </ul>	<ul style="list-style-type: none"> <li>• What are the risks at work and how do we minimize them?</li> <li>• What causes ill health?</li> </ul>
<b>REHAB</b> "Reacting Organization"	<ul style="list-style-type: none"> <li>• Rehabilitate, cure disease and illness</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitation plan</li> <li>• Solve emerging problems</li> </ul>	<ul style="list-style-type: none"> <li>• What do we do to alleviate and cure?</li> </ul>

### How can we be more successful within XXX?

#### Round-table discussions from three different perspectives

1. Employee
2. Group/skills
3. Leaders/organization

**Each group should discuss success from all three perspectives, with help from the provided questions below.**

#### ***Employee***

- *What is good about your work? What inspires you the most to make you come to work every day?*
- *In which ways can you contribute and inspire for an even better working environment?*
- *How should we communicate with each other to get the information needed for optimal performance?*

#### ***Group/skills***

- *How should we cooperate so that each of us learns and grows with each task?*
- *How do we drive improvement of our business together?*
- *How do we improve and ensure the visibility of our Department?*

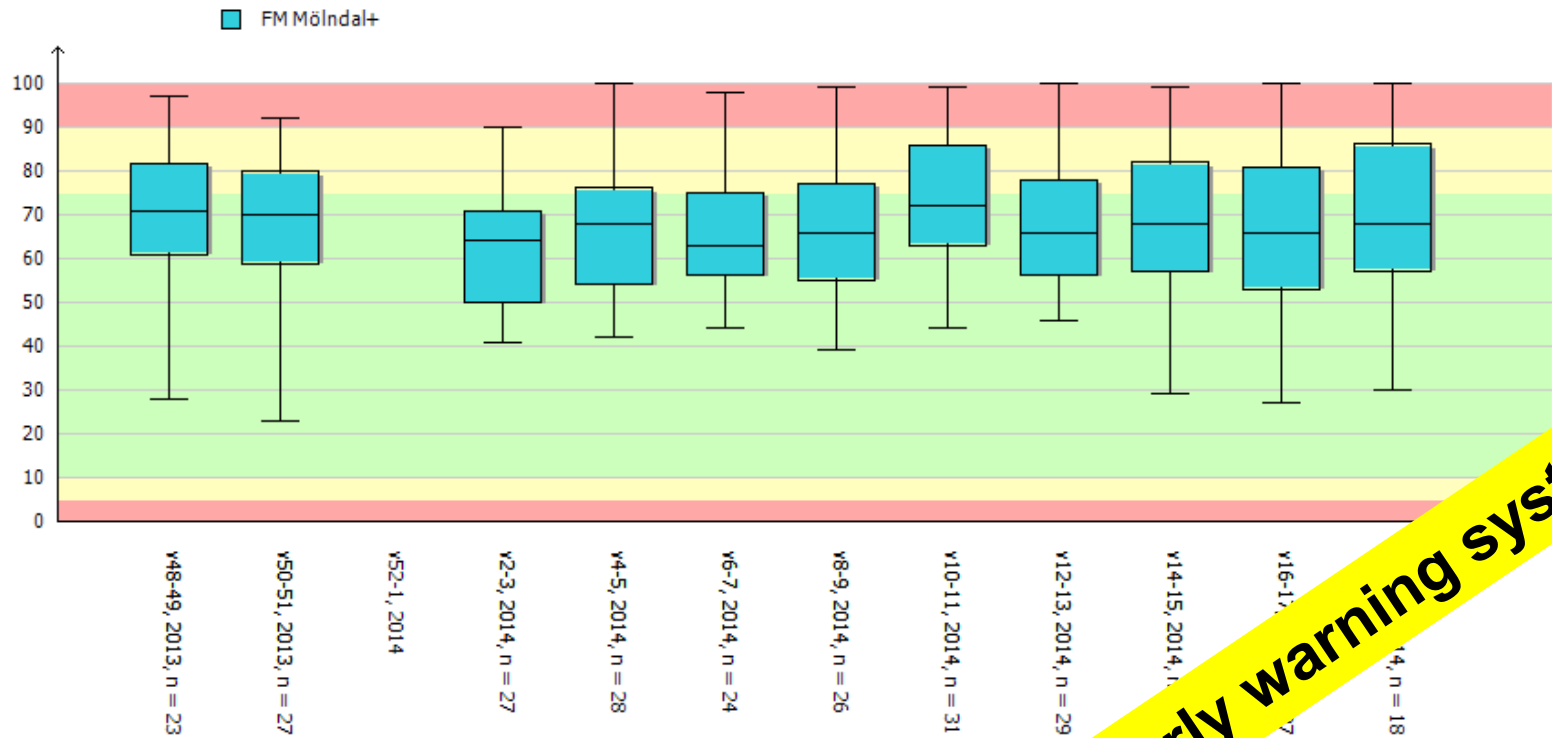
#### ***Leaders/organisation***

- *Which are XXX core strengths and success factors which give value to the organization (AZ)?*
- *You have been in dream sleep for 2 years and when you wake up 2019 you realize that everything you dreamt is reality. What has changed and become better?*
- *How should we celebrate our successes in the best possible way?*

# Monthly reports



## How high is your work load right now?



**Early warning system!**

## Reminders

**Please note!** In addition to this setting, your company/organisation have a global reminder to everyone that has been inactive for more than 14 days. The setting on the bottom of this page is valid for that reminder as well.

How often do you want a reminder to log on to HealthWatch?

- ☐ At inactivity
- ☒ Regularly
- ☐ Never

Schedule

- ☒ daily
- ☐ weekly
- ☐ monthly

basis

At  every ☐ Monday ☐ Tuesday ☐ Wednesday ☒ Thursday ☐ Friday ☐ Saturday ☐ Sunday

In the reminder there is a link to HealthWatch. Do you want it to be prepared so that you are logged in without prompt for username and password when you click on it?

- ☒ Yes, with a link that is only valid for one login (differs every time; recommended)
- ☐ Yes, with a link that is the same every time and can be bookmarked
- ☐ No

Save



### About reminders

Please select whether or not you want a reminder to be sent by email to

[redacted]@astrazeneca.com.

This email address can be changed in your profile. You can visit this page at any time to change your selection.

**Possible to change your own settings of reminders to daily, weekly or biweekly.**



# 11 Questions answered on an individual basis from once/day up to once/second week.

***Takes around 30 seconds to complete!***

Click the line below each question.

1 How do you feel right now?

Very unwell A little unwell Neither good nor unwell Quite good Very good

2 How did you sleep last night?

Very badly Quite badly Neither well nor bad Quite well Very well

3 How is your ability to concentrate right now?

Very bad Quite bad Neither good or bad Quite good Very good

4 How stressed do you feel right now?

Not at all Very

5 What is your energy level right now?

Empty of energy Quite low Neither high or low Quite high Full of energy

6 Do you have control over your life right now?

None at all Quite little Neither much nor little Quite a lot Full control

7 How satisfied are you with your social life right now?

Very dissatisfied Quite dissatisfied Neither satisfied nor dissatisfied Quite satisfied Very satisfied

8 How efficient are you at work right now?

Not at all Very

9 How is your job satisfaction right now?

Very dissatisfied Quite dissatisfied Neither dissatisfied or satisfied Quite satisfied Very satisfied

10 How high is your work load right now?

Very low Quite low Neither high or low Quite high Very high

11 How is the job atmosphere right now?

Very bad Quite bad Neither good or bad Quite good Very good

**Confidential  
Individual  
information**

Stress level

Energy level

Limits

Interpretation

Energy level is an indicator of general well-being and health, general strength and absence of depression and sadness. High estimates of the energy level indicates good health, strength, capacity to change, and good well-being. Low energy level usually indicates a feeling of lethargy, depression and irritability. It may well also be linked to an ongoing infection or to feel worn out / fatigued.

Improvement  
needed

Energy scores in the yellow zone indicate a beginning energy loss that can have any number of causes. There are good prerequisites here and enough energy to turn around an undesired trend. These levels are, however, a sign that there is an energy leakage somewhere that should be stopped. Many believe that the solution is to invest more energy on the situation that caused the energy leakage. This can include conflicts, lack of control and rewards, or a general imbalance between the desired conditions and the actual conditions. A better alternative is to break down the reasons for the energy leakage into smaller parts and get a grip on the most central problem parts first.

Action plan

You still have a satisfactory energy level. HealthWatch recommends focusing on recovery to increase your energy level. You can raise your energy level with both physical and mental training. Take a good look at your lifestyle with the help of [Helicopter Perspective](#). Focus on eating nutritional foods and strengthening your recovery. Read [Sleep and Sleep Advice](#) and, if you wish, do the exercises in the ? Breathing, Relaxation, and Sleep? section to improve sleep and recovery. It is important that you identify the reason for your energy loss, and focus on how to solve the problem. It is a good idea to concentrate on what you want to achieve rather than on what you don't want to have happen. With [Goal Programming](#) and [Hierarchy of Values](#) you can get help in focusing on your desired goal.

Control

Social life

Work efficiency

Job satisfaction

**Interpretation and action plan for a result that can be improved.  
Links to exercises.**





## Exercises

Choose category

Show all

Choose type

Show all

15 exercises - Order:

Random

Popularity

Alphabetical

To achieve results, it's important not only to browse the exercises but to execute them on a regular basis. If you dedicate time for this during the first couple of times, it's common that the changes of behaviour and thought becomes an integrated part of your daily life. Thus, after some time increases your quality of life without any further effort.



Cognitive Restructuring

### Association & Dissociation

Basic exercise.

Text

5 min

List of exercises, along with an estimated time required for each exercise

10 min

Breathing, Relaxing, and Sleep

### Breathing Exercise

For a more relaxed life.

## Examples of exercises:

### Helicopter Perspective



Microsoft Office  
d 97 - 2003 Docum

### Goal Programming



Microsoft Office  
d 97 - 2003 Docum

### Hierarchy of Values



Microsoft Office  
d 97 - 2003 Docum

### Sleep Advise



Microsoft Office  
d 97 - 2003 Docum





HealthWatch.se  
In cooperation with AstraZeneca



Logged in as Göranson  
[Change profile](#)[Logout](#)

News

My health

About

Calendar

Forms

Statistics

Exercises

Surveys

Reminders

## Calendar

Add or edit

Read

Select day



Notes

Notes area for the selected day.

Today's mood

- Don't know
- Happy
- Neutral
- Unhappy

Today's activities/measurements

- 10:35 Health & Stress
- 10:38 Helicopter
- 10:44 Sleep and Sleep
- 10:50 Goal Programming
- 16:27 Hierarchy of Values

+ Add

Save

Print

**Possible to make personal notes and add to a calendar to keep track of personal health and wellbeing.**



## Health & Stress: Choose up to four indicators

Health

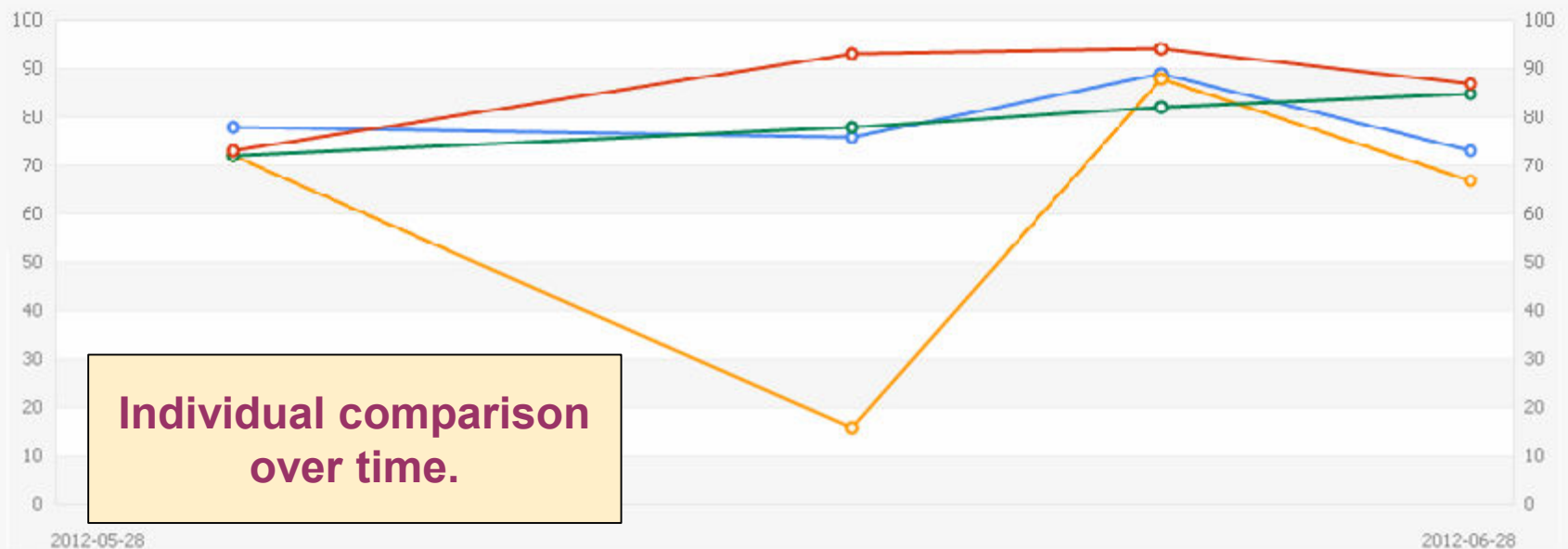


Sleep quality



Concentration ability

Health Sleep quality Concentration ability Job atmosphere



**Individual comparison over time.**

All levels of questions in HW Health & Stress form based on the statistical analysis carried out on large groups and during several years of research. Tests have shown at what levels you should be to preserve and enhance the health and welfare in the longer term. The result also indicates at what levels the risk increases to health and well-being will deteriorate in the longer term. Over time, these limits will be adjusted slightly when the knowledge in this area increases. It is important to note that the interpretations are general since they are based on results at the group level and there may be individual variation.

You can have a few things in mind when to decipher the results. Most of the variables of HW Health & Stress form varies naturally over time. For example, feel bad or poor sleep sometimes is quite natural and usually something you recover from. This one should be vigilant for negative trends, ie the progressive deterioration in several variables over time. Such a trend is much more important than the result of single measurements. Another aspect that is worthy of attention is how one's own values in relation to others with the same profile, and towards the other in the database.

**Confidential Individual information**



# Recognition!





## **Safety, Health & Environment**

**2014  
Excellence  
Award Winner**

Presented to:

**Göran Hedkvist**

In recognition of your outstanding individual performance as Mölndal's Health Promoter. With the ongoing organizational changes and increased expectations on employees, Göran received several nominations for this award for his dedication and ambitious work to ensure SHE information is available to managers to help build a strong work life balance through effective communication at Mölndal.

Congratulations,

*Alan B. Horowitz*

VP, Global Safety, Health and Environment



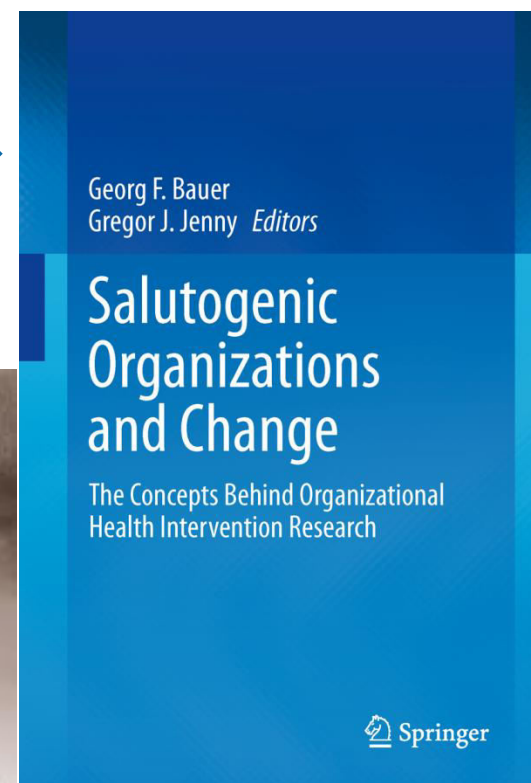
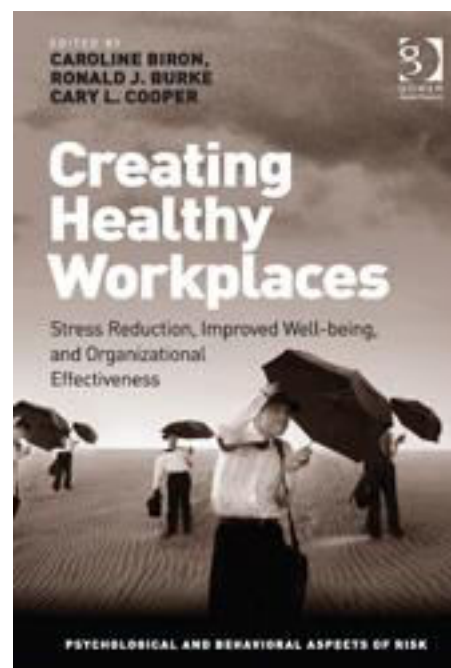


# Innovative method for health promoting and systematic work environment improvement

The HealthWatch method is thoroughly  
described in chapter 12 in the book Bauer &  
Jenny Eds., July 2013, Springer)

**AND**

Chapter 17 in the book Biron, Burke &  
Cooper Eds., feb 2014, Ashgate)



# Take home message



# SHE on agenda in daily business and strategic decisions

- Clear direction and expectations on staff
- Holistic approach to reach Company goals. Work systematically on different levels
- Both leaders and employees own the results/plans
- *Dialogue* about the results/plans is the key for success
- Create action plan together
- Focus on strenghts. Positive feedback and appreciation for what is good.
- Follow up regularly
- Accessible and competent support



# Thank you for your attention!

**For more information;**  
**[goran.hedkvist@astrazeneca.com](mailto:goran.hedkvist@astrazeneca.com)**  
**+46 702 49 75 89**

