



# Mental health and wellbeing

A distinguishing positive performance  
and culture building factor

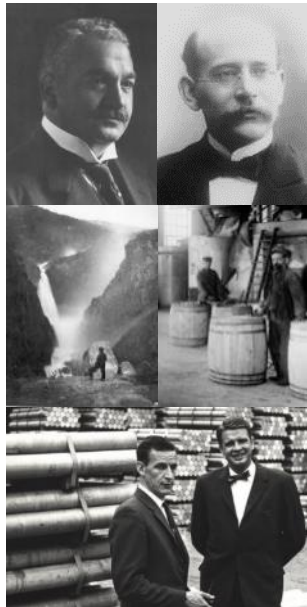
André Fey  
Head of People & HSE  
Norsk Hydro Energy  
October 2024

# Global aluminium and renewable energy company



Our purpose is to create a more viable society by developing natural resources into products and solutions in innovative and efficient ways

118 years of sustainable industrial development



Infinitely renewable energy



Aluminium – metal of the future



Global reach, local presence

31,000 employees

140 locations

40 countries

Responsible and engaged



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



# This is Energy in Hydro







Care. Courage. Collaboration.  
These are the values we build on.



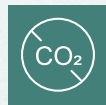
Hydro 2030:

# Pioneering the green aluminium transition, powered by renewable energy

## Key priorities towards 2030



Step up growth investments in Recycling and Extrusions to take lead in the market opportunities emerging from the green transition



Execute on ambitious decarbonization and technology road map, and step up to contribute to nature positive and a just transition



Step up ambitions within renewable power generation



Shape the market for greener aluminium in partnership with customers



The starting point

# We live in an ever changing world

Megatrends of geopolitical tensions and sustainability converge driving new risks and opportunities

  
Hydro

*Top tech CFO says AI is not a 'blip or hype,' it's tech's historic moment—and his numbers back that up*

*COP28 concludes with historic agreement to try to tackle the climate crisis*

*Ukraine airstrike*

## Climate change



Access to green energy  
Decarbonization of industry

## Technology breakthrough



Automation, AI and (big?) data  
Material development

## Demographics & society



Urbanization  
Aging population

## De-globalization



Protectionism  
Geopolitical conflict



More remote work, or getting paid for coming in

A.I. leading to a lot of change at work, not necessarily less work

Wrong work-life balance now 2<sup>nd</sup> most frequent reason to leave frontline job

DIB becomes the way we work; psychological safety as a basis

Experience will count less, data skills will count more

New generation with lower loyalty will move more + quicker around

Employees expect hyper-personalization from their employers

Role of a leader becomes more demanding and wider: keeping employees happy and engaged



# Consequences

Qualified employees

Become fewer in numbers

Expect a good work-life balance

Expect a personalized work experience

Expect appreciation and development possibilities

Expect alignment between the company and personal purpose

Will change employers quicker – and will have no problems finding one

Don't need to work for employers where they feel not safe and cannot be themselves



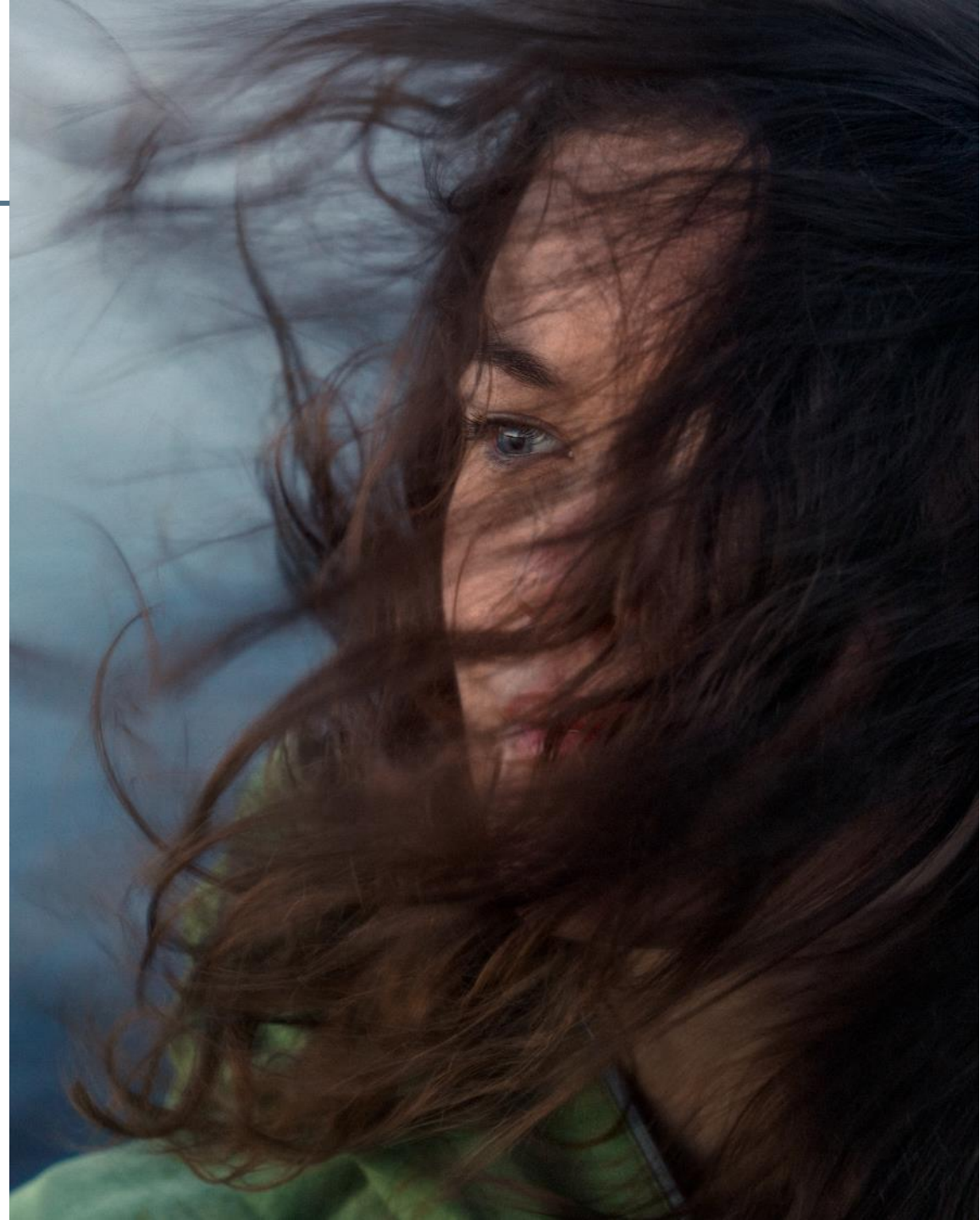
# Our approach



# Our activities

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- Normalizing the topic
- Information, education and support
- The leader's role
- Interactive elements
- Individual resilience vs. organizational measures



## Normalizing the topic



- Tone from the top
- Routine agenda point
- Not owned by one discipline only
- Supported by awareness campaigns
- Continuous development of the mental health agenda



## Information, education and support - Competence development

- Partnering up with external experts (activitists, psychologists, physicians)
- The right to say “no” to more work
- Psychological safety, practiced
- Regular information sessions
- Free psychological support
- Mental health ally network
- Smartwatch as work tool



Dear colleagues,

This Sunday, on September 10, is the world suicide prevention day. And while the topic is rather heavy, or rather because of it, we should not ignore it but utilize it to normalize the discussion around mental health further - and remind us how everybody can contribute to a good work environment.

[Norwegian version here](#)

**Own it**

**Awareness campaign Grief**

Don't run away from it. Accept it. Grief is grief. If you find it, push it away, or sleep it under the rug, it's only going to live you in the 4th or 5th floor of your mind.

Grief is an ordinary, normal, human process. Grief can be overwhelming your life, child dying, loss of a parent, or a colleague who can't show up to work the next day.

There are four stages to grief, and people tend to get stuck in either one of them:

- 1) **Denial** - You're in denial, you're not ready to accept the reality. You're in denial, and you're not ready to accept the reality.
- 2) **Anger** - You're angry, you're angry at the pain. You're angry at the pain, you're angry at the pain. You're angry at the pain, you're angry at the pain. You're angry at the pain, you're angry at the pain.
- 3) **Bargaining** - You're bargaining, you're bargaining with the pain. You're bargaining with the pain, you're bargaining with the pain. You're bargaining with the pain, you're bargaining with the pain.
- 4) **Acceptance** - You're accepting, you're accepting the pain. You're accepting the pain, you're accepting the pain. You're accepting the pain, you're accepting the pain.

Remember, every step you take can potentially lead you out of it in



## Meet our Mental Health Allies

We are here to listen



**Name**  
Function



**Name**  
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**Name**  
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# Using every opportunity



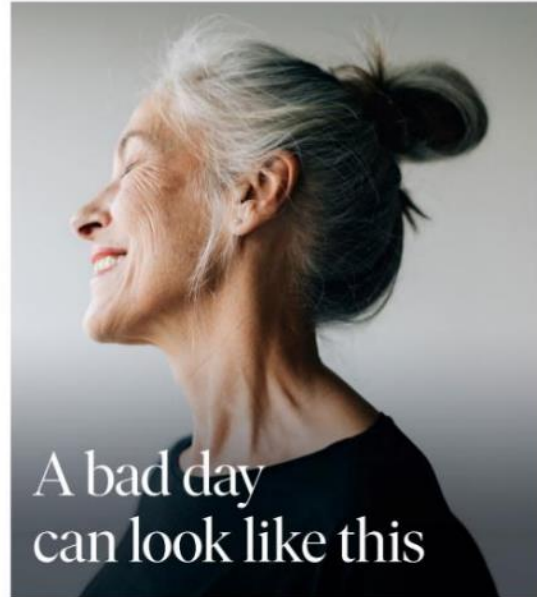
This year's theme of the Mental health week:

## Courage to care



Anxiety  
can look like this

**Courage to care**  
Mental health awareness and care is a shared responsibility between the organization, leaders and employees.  
World Mental Health Day October 10



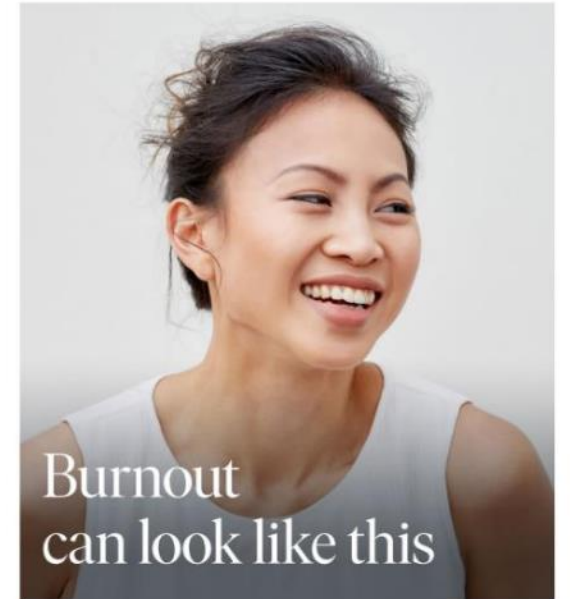
A bad day  
can look like this

**Courage to care**  
Mental health awareness and care is a shared responsibility between the organization, leaders and employees.  
World Mental Health Day October 10



Depression  
can look like this

**Courage to care**  
Mental health awareness and care is a shared responsibility between the organization, leaders and employees.  
World Mental Health Day October 10



Burnout  
can look like this

**Courage to care**  
Mental health awareness and care is a shared responsibility between the organization, leaders and employees.  
World Mental Health Day October 10



## Leader's role



- Clarifying expectations
- Integrated into leadership framework
- Support via HR and HSE
- Encourage to show vulnerabilities & personal experience to the extent the individual feels comfortable
- Taking the hard decisions – Hiring new resources, not doing certain tasks, not expecting perfectionism, saying “no” to ‘upstairs’ – but also moving

# Our activities

Make it  
fun!



## Interactive elements

- Educational sessions that provide an “a-ha!” element
- Focusing on low-hanging fruits
- Keeping all employee groups and location in mind
- Make relevance for the private life clear
- Be educational and fun – but not prescriptive (reaching the target group, not the ‘churchgoers’)





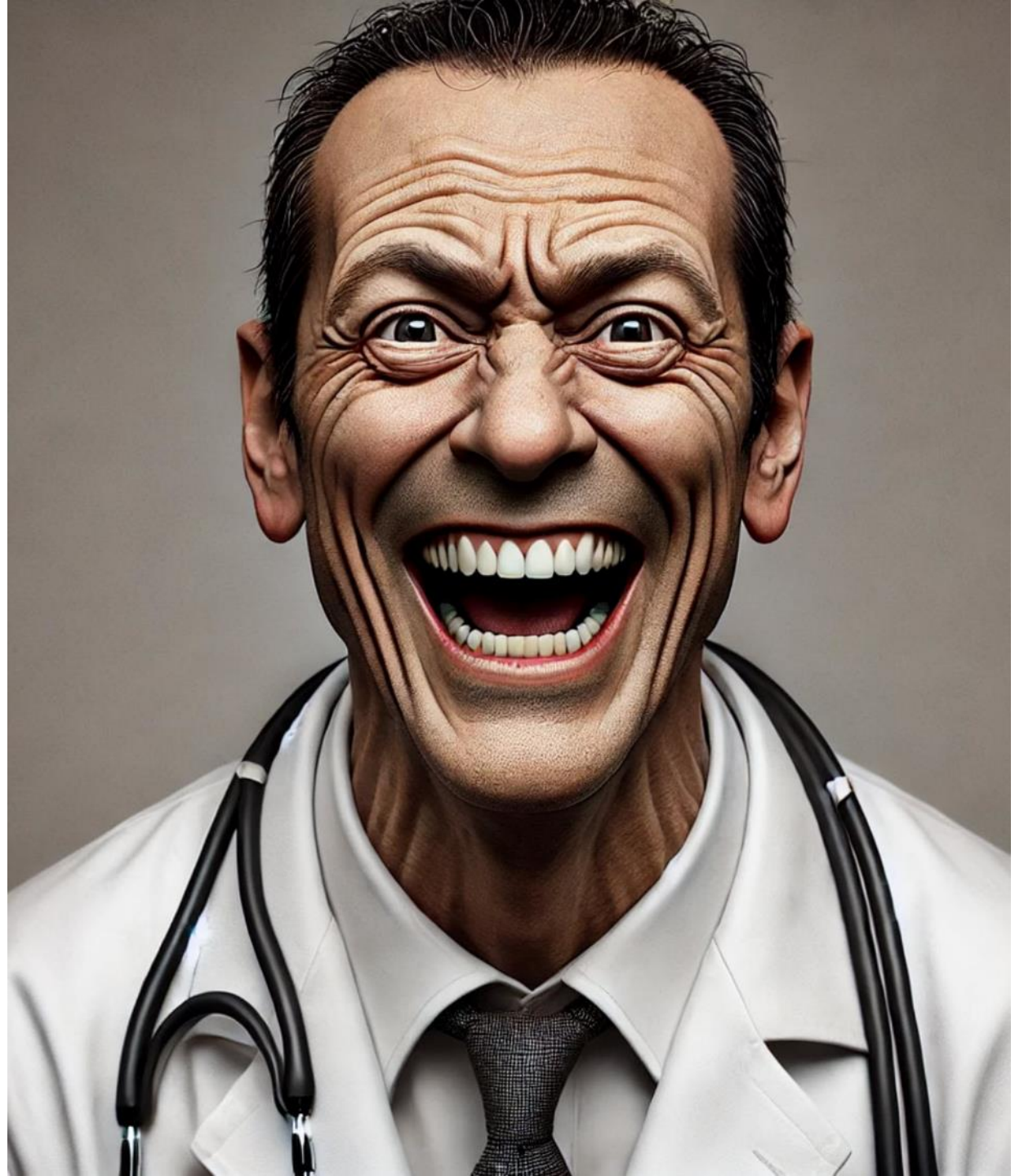
## Individual resilience vs. organizational measures



- **Addressing the basic dilemma**
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- Having an honest look at (1) objective workload, (2) performance expectations, (3) job / role clarity, (4) communication (5) and meeting culture
  - Clarity around what does it take to make a career in Hydro (not most overtime)
  - Topic shared by DIB, People, HSE
  - Using ISO standard in the background

And, all  
jolly good  
by now?

Well, yes and no...





**Hydro**

*Industries that matter*



# World Mental Health Day – Global calendar of resources



Mindful Monday	Thriving Tuesday	Wellbeing Wednesday	Tranquil Thursday	Feelgood Friday
7 OCT	8 OCT	9 OCT	10 OCT	11 OCT
Walking Meditation	Money on Your Mind Podcast	1 hour of Exercise (yoga, walk in nature, running)	Gratitude Meditation	Making joy a priority at Work
Mindfulness for Beginners LinkedIn Learning	Start Cultivating Healthy Ambition LinkedIn Learning	Stress Management	Let go of overthinking LinkedIn Learning	Group "Walk and Talk" session with your team
Mindfulness and Resilience to Stress at Work   edX	The Science of Happiness (edX course, available through ONE learning)	Manual Handling and Ergonomics	Take 10 (10 minutes break during the day to refresh)	Doing what matters in times of stress – WHO guide

# Inclusion moment: Mental Health

Our mental health is crucial to our functioning as human beings. Mental health can be invisible – we do not know how someone is doing unless we ask.

We all handle life, with its ups and downs, in different ways. Both personal and work related occurrences affect us differently. In Hydro, we wish to break down the stigma around mental health. **We all have a mental health.** In order to maintain and improve our mental health, it is important to talk about our feelings, stay active, eat well and drink sensibly, ask for help and take breaks. Support your colleagues by checking in on them.

## Discuss in your team:

1. There is a lot of uncertainty around the world. We are in uncharted waters. How are we all feeling?
2. How can we as a team actively seek to improve our own and each other's mental health?



For more guidance, see LinkedIn Learning on Creating Psychological Safety: [Psychological safety: You need people to speak up \(linkedin.com\)](#)



Diversity, Inclusion & Belonging Program

# How to care for your wellbeing?

- **Ask for help!** The earlier you seek help, the better. Tell your leader or HR representative
- **Contact your physician** if you are struggling over longer periods of time or feeling mentally unwell
- **Make selfcare and looking after your own wellbeing a priority:** Physical exercise, proper sleep and nutrition
- **Be conscious** of how your **team members** are doing
- **Compassion and vulnerability are key.** A willingness to share your approach to wellbeing as well as any experiences can help create an environment where people feel safe and supported
- **Provide recognition to your team members.** Recognition is critical to making sure that there is an environment where people are seen, valued and appreciated for their efforts and contribution
- Talk about the **links between wellbeing, satisfaction, happiness and performance in your teams.** Including a regular check in during team meetings can help normalize discussions of mental health in your team

