

life- changing careers

Out of the comfort zone

Adventures in the Novo Nordisk
graduate programme

The patients keep us going

Opportunities and obstacles

In search of The Holy Grail

Scientists seek the 'impossible'

Ready like a rocket

The excitement of a product
launch

Taking action – and creating a team

Employee volunteering





Welcome

For more than eight years, Novo Nordisk has achieved double-digit sales growth – such consistently impressive financial results are unheard of in the pharma industry. The success is attributable to our employees, who are joined together by the aspiration to make a significant difference to patients, the medical profession and society.

At Novo Nordisk we believe in life-changing careers. Here you will not only change your professional life by working with challenging tasks and inspiring colleagues; you will also be part of making a real difference to the world we live in. By putting people first in everything we do, we generate sustainable results and experience a very high level of commitment among existing employees.

In this magazine some of these employees tell their stories, so that you can read first-hand what it is like to work for Novo Nordisk and see the opportunities this brings – such as working in other countries, getting new challenges and making a real, tangible difference.

I hope you enjoy the magazine.

Lars Rebien Sørensen
Chief executive officer

Contents

- Page 4
An expanding global company

- Page 6
Out of the comfort zone

- Page 8
The patients keep us going

- Page 9
The power of education

- Page 10
In search of The Holy Grail

- Page 11
The hope for a cure

- Page 12
Ready like a rocket

- Page 14
The China challenge

- Page 16
Taking action – and creating a team

- Page 18
Change starts from within

- Page 19
You can define your own way

- Page 20
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novonordisk.com/careers

"Working and actually living overseas is a premium in a career. It **adds value** both personally and professionally by pushing you out of the comfort zone," says Christopher Hedquist, who is part of the Novo Nordisk graduate programme. ❖❖❖



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"I'm simply **working on a dream**... I have never had the opportunity to be on a team that was trying to make insulin available in tablet form," says Principal Scientist Franklin Okumu. ❖❖❖



❖❖❖ "Product launches are **always exciting**. There's a sense of anticipation – of sitting on the edge of your seat and being ready like a rocket to take off," explains US Sales Rep Ray Hippolyte.

Senior Data Quality Manager Murali Gouda about an employee volunteer effort in Novo Nordisk in India: "We all had the opportunity to interact directly with the people we helped, and that was something very new to us. **We were fascinated.**" ❖❖❖



An expanding global company

Novo Nordisk is a global healthcare company with more than 85 years of innovation and leadership in diabetes care.

The company's headquarters are in Denmark, but with market presence in 179 countries and research, development and production facilities spanning five continents, the company's global reach is growing.

Our primary focus is diabetes: at the end of 2009, Novo Nordisk was the market leader with 51% of the total insulin market and 45% of the modern insulin market, based on volume. In the biopharmaceuticals business sector, Novo Nordisk has a leading position within the therapeutic areas of haemostasis management, growth hormone therapy and hormone replacement therapy.

Novo Nordisk has experienced significant growth in recent years – a trend that continued in 2009 with a total sales growth of 11% (measured in local currencies). Novo Nordisk has production facilities in eight countries and affiliates or offices in 76 countries (see map for more details).

Cutting-edge innovation

Employees at Novo Nordisk work for a company at the cutting edge of innovation. Recent scientific breakthroughs in diabetes care include the development of the new human GLP-1 analogue Victoza®, which by the first quarter of 2010 had been successfully launched in several European countries as well as in the US and Japan, with regulatory approval pending

in many other countries. In addition, Novo Nordisk is the only company with two new-generation insulins in late-stage clinical development. And in 2009, the company initiated first-in-human trials of an oral insulin tablet.

With the global incidence of diabetes on the rise, the Novo Nordisk pipeline is set to meet this challenge, and the company expects continued growth in sales and operating profit. All of which adds up to a globalised company with an exciting product and development portfolio, a competitive edge and the resources to meet and challenge the career goals of its employees.

A growing, diverse workforce

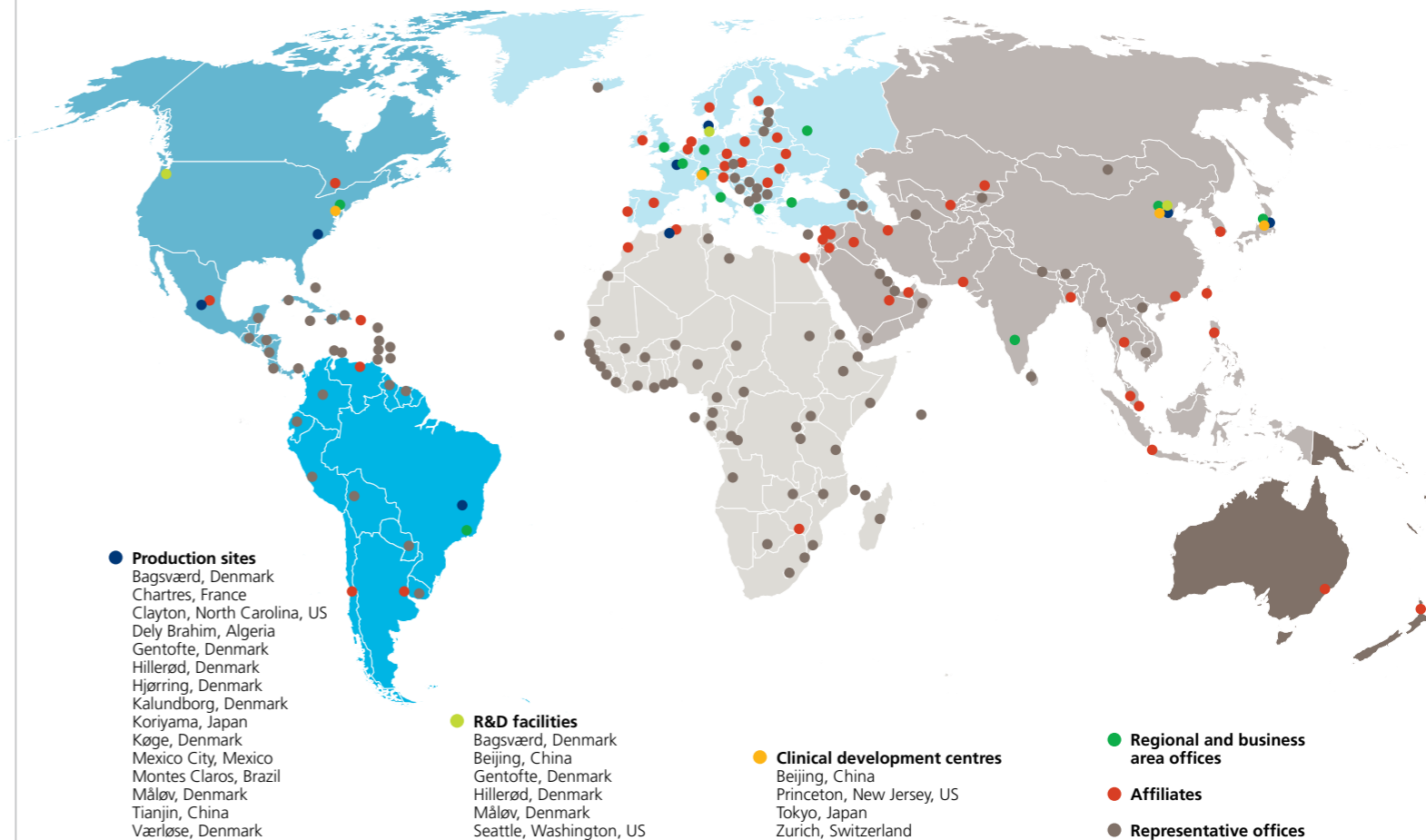
With continued growth and development on the horizon, Novo Nordisk's current workforce of more than 29,000 employees is expected to grow by approximately 1,500 persons a year.

Today, just over half of the company's employees are based outside Denmark, and in terms of diversity, the Novo Nordisk workforce is already a 'melting pot' of more than 100 different nationalities. By 2019, we expect to employ around 46,000 people, and approximately two-thirds of all new Novo Nordisk jobs will be created outside Denmark. The company language is English.

What is diabetes?

Diabetes is the term for several metabolic disorders in which the body no longer produces insulin or uses the insulin it produces ineffectively. Insulin helps glucose (sugar) get into the body's cells where it is used to make energy. The most common forms of diabetes are type 1 diabetes and type 2 diabetes. Diabetes is characterised by abnormally high blood sugar levels.

Symptoms include extreme thirst, fatigue and frequent urination. If left untreated, diabetes may result in coma and ultimately death. However, people with diabetes can live normal, healthy lives by combining the elements of diet, exercise and medicine (if needed), along with regular blood glucose testing.



Early pioneers

The history of Novo Nordisk began in the early 1920s when August Krogh, a Nobel Prize-winning professor at the University of Copenhagen, decided to begin manufacturing a new medication called insulin, which had just been discovered by scientists at Toronto University in Canada. Krogh was the first to bring insulin production to Denmark in order to treat people with diabetes – among them his wife Marie, herself a pioneering doctor who contributed to these initial efforts. Today, Novo Nordisk continues the legacy left by the founders of the company: to make a difference in the lives of people with diabetes and other chronic conditions. This is at the heart of everything we do.

Guided by values

Working at Novo Nordisk you get the feeling of a special company culture and heritage, built on the work of past and present Novo Nordisk employees. It is a values-based way of doing business, anchored in the Triple Bottom Line – a principle that embodies a balance between financial profitability and our responsibility to the environment and society.

We take pride in the high ethical standards that guide our daily business activities and our relationships with stakeholders. Our values also include a personal commitment of ambition. Employees are given the greatest possible freedom to develop their careers and to continually improve their knowledge, abilities and efforts. Our working climate is transparent. We share information, thoughts and processes across departments and hierarchies, because we are all working towards the shared goal of changing the lives of the people we serve.

A reputation for being the best

Because of our way of doing things, Novo Nordisk has earned a reputation as a very attractive workplace, both in Denmark and abroad. Internally, anonymous surveys show consistently high employee ratings. Externally, Novo Nordisk was in 2009 rated among the best places to work, both in Denmark and in countries as diverse as the US, France, Poland, Argentina and South Africa.

For more information, visit novonordisk.com/about_us



Out of the comfort zone

The challenge of living and working overseas was irresistible for Christopher Hedquist, an American who is now part of the Novo Nordisk graduate programme.

Christopher Hedquist, 29, has never been one to refuse a challenge – especially if it takes him outside his personal comfort zone. And when it comes to life choices, he is ready for the unexpected.

“I pick a direction and take the opportunities I meet along the way,” he says. “I may not always end up where I aimed – but by pursuing the direction, other doors open.”

One door he never expected to see was the one to Novo Nordisk. When he received his MBA in 2009, he was among the top students of his class at George Washington University in Washington DC, and he had a lot of interest from better-known companies with fast-track leadership programmes. “Frankly, if you’re not from Denmark, you’re not likely to have heard of Novo Nordisk unless you have diabetes or work in the pharma business,” says Christopher, who was actually preparing for another interview when he noticed that Novo Nordisk would be recruiting at the same location. He decided to at least take a look at the Danish company.

To stand apart

With the US economy in a shambles, it was a tough time to be knocking on doors, even for top graduates. Christopher found himself standing in line with “ex-bankers with MBAs and five years of experience”, so he was looking for some overseas exposure that could set him apart from the crowd.

“Working and actually living overseas is a premium in a career,” he says. “It adds value both personally and professionally by pushing you out of your comfort zone.”

On the Novo Nordisk website, he found plenty of overseas possibilities, along with some values that intrigued him.

A living passion

Christopher ended up interviewing for a spot in the Novo Nordisk graduate programme, where he would get overseas experience in Denmark and at least one other country.

After his initial interview in the US, he was invited to the Graduate Recruitment Centre in Copenhagen, Denmark. One of the things that struck him during this process was that Novo Nordisk was more interested in developing his full potential than in fast-tracking him to a specific area. And the company values were not just lip service:

“When you meet the Novo Nordisk people, it goes way beyond what’s on the website. These people lived and breathed a passion for diabetes, and they were sincerely interested in social responsibility.”

In the end, Christopher realised he was not really interested in zooming straight up some corporate hill where he and his salary could live comfortably ever after. He told his recruiter that he would still like to work for Novo Nordisk even if he did not get into the graduate programme – and the company responded by opening the door he wanted most.

The right talents

Today, after the first of three ‘rotations’ in the Novo Nordisk graduate programme, Christopher is already more than satisfied: he ended his eight months at Global Marketing Devices in Denmark as product manager of a new injection device, NovoPen Echo®. It was an unusual advance, even for a Novo Nordisk graduate. But it showed him what he could achieve by being in the right place with the right talents.

Christopher’s second rotation in Australia began in May 2010.

Here, he will work in the Diabetes Marketing Team through December. After that, he returns to Denmark, where he hopes to work in Corporate Finance. And what next?

“I’d like to work towards a general management position, but we’ll see which doors open,” Christopher says. “I can go anywhere in the world with this company.”

... Meet Christopher and other graduates at novonordisk.com/graduate/chris

A peek into our graduate blog

“I have now been in Japan for a month and have been struck by so many new impressions and funny situations where you feel really awkward” – Oscar Franklin, business process graduate.

“It’s hard to believe that I’m almost halfway through my first rotation – it seems like it has been a breeze. I can’t really stop myself from travelling back in time, to my first day at Novo Nordisk” – Ranjit Prasad, business IT graduate.

“I have noticed that all other graduates have at least one ‘wow’ experience in the past which makes them really special” – Noriko Hattori, global marketing graduate.

Visit our graduate blog: blogs.novonordisk.com

Our graduate programme

We call our graduate programme Base Camp. To become a graduate, you need skills, talent and experience – just like at a real base camp. But to get further, you need the potential, stamina and willingness to learn and adapt to the challenges ahead.

30 graduates are recruited every year within different business areas. As a graduate, you will be part of a motivating and

results-oriented work setting that allows your competences and talents to flourish. The programme consists of three eight-month rotations – at least one rotation is completed at Novo Nordisk headquarters in Denmark, and at least one at a regional office or affiliate in another part of the world.

... To find out more about Base Camp, visit novonordisk.com/graduate

The patients keep us going

Turkish Biopharm Director Tugba Aydemir Ertürk is proud to be helping a patient population that has often been neglected in her country.

Back in 2001, the country of Turkey was not the most promising landscape in which to launch a haemophilia business. Especially one that was based on a relatively expensive orphan drug called NovoSeven®, whose tiny population of users was overlooked and under-prioritised by a healthcare system under pressure to save money.

Nine years later, the prospects for Novo Nordisk's haemophilia products have improved a great deal. But it is still a challenging business environment.

“Being a member of the Novo Nordisk family is something to be proud of.”

“We’re not working in Wonderland,” remarks the affiliate’s Biopharm Business Unit Director, Tugba Aydemir Ertürk, who is responsible for the haemophilia, growth hormone and hormone replacement therapy businesses in Turkey. “We have lots of opportunities, but lots of obstacles as well.”

Among these is the fact that there are no haemophilia centres in the country. Diagnosis rates are low, and people with haemophilia are treated at hospitals with no specialised haemophilia care. Rural patients are particularly at risk of bleeding to death before they can be treated, Tugba says.



You feel the pain

For the haemophilia team and their biopharm director, the enormous patient need is the force that keeps them going. In her daily work, Tugba carries a mental picture of a bleeding patient she happened to see at a hospital one morning during a meeting with a physician.

“Imagine a knee the size of a soccer ball and full of blood. Then imagine that knee belongs to a boy who is only 12 years old. You can just feel the pain, the desperate need for help,” she says.

“Working in the haemophilia area, you are not only saving lives – you are giving back lives to the patients. You are enabling them to go to school, to socialise with friends, and these are priceless things. Being a member of the Novo Nordisk family is something to be proud of.”

Respect – and results

Tugba worked five years for a Turkish pharma company before joining Novo Nordisk in 2004 as a product manager in the growth hormone segment. She was named director of the entire biopharm unit in 2006.

One of the things that she feels differentiates Novo Nordisk from other companies is its focus on patients. This not only inspires employees to do their best – it impresses external stakeholders:

“When we go to the authorities, we’re not just talking about the company, our products and R&D. We’re mostly talking about patient needs, and that creates respect.”

It also creates results. Hard work and a reputation for caring about patients have enabled the Turkish affiliate to successfully establish two patient screening programmes, an annual NovoSeven® symposium and about 400 patient education meetings since the launch of NovoSeven® in Turkey in 2001. The affiliate has also developed patient registry software and helped establish a summer camp for patients.

Activities such as these have helped raise awareness of the problems faced by people with haemophilia – especially the small group of so-called inhibitor patients, who do not respond to traditional haemophilia medications.

“Now almost every haematology centre in Turkey knows about inhibitors,” Tugba notes.

Hope for the future

This year in connection with World Haemophilia Day 17 April, Tugba’s unit helped organise a series of activities to further build on the company’s strong patient focus. Activities included being the main sponsor of Turkey’s first National Patient Summit, a gathering for both inhibitor and non-inhibitor patients. Media coverage of this and other activities was extensive.

“All this gives us a hope for a future in which Turkish haemophilia patients will have the same level of access to treatment as they do in developed countries,” Tugba says, “and I think that my company will continue to do the best that has ever been done for people with haemophilia. It’s a good feeling to be here.”

Haemophilia and NovoSeven®

NovoSeven® is a medication for so-called inhibitor patients – that is, people with haemophilia who have developed antibodies against traditional haemophilia treatments. Today, it is estimated that there are some 250 inhibitor patients in Turkey.



The power of education

Medical Representative Jacklyne Ogutu is one of just three Novo Nordisk reps who cover the entire country of Kenya – a huge, 224,000 square mile challenge. Perhaps her greatest challenge, however, is the enormous need for diabetes education in rural Africa.

“There’s still a lot of ignorance about the disease,” she says. “My role is to educate doctors and patients so that they feel empowered to manage diabetes. But we’re up against a lot of misinformation, and the desperation that poor rural Africans may feel for a quick fix, an easy solution. Many turn to herbal doctors because they are accessible and they promise a ‘cure’ for diabetes.”

Rather than ignoring the role of herbal doctors, Jacklyne feels that they, too, should be educated about diabetes. So far, however, that need remains unmet in Kenya. But Jacklyne appreciates having a job that allows her to develop and give as much as she can of herself: “What Novo Nordisk considers as key competences are really moral values that shape you as a person. It’s really precious to have a company that adds value to you.”

In search of The Holy Grail

The search for better diabetes treatments is a passion that has taken Novo Nordisk scientists on a long and rewarding journey. But the search is far from over: the vision remains of finding a way to treat diabetes with a simple insulin tablet – and ultimately, of finding a cure.



Principal Scientists Franklin Okumu and Nazaneen Pourkaavos are among the dedicated Novo Nordisk researchers who are working towards the company's 'Holy Grail'. Their challenge is to create an insulin tablet.

"I'm simply working on a dream," says Franklin, who joined Novo Nordisk as leader of the new Oral Formulation Technologies team in January 2010. "When I came to Novo Nordisk, I had been working with non-invasive delivery methods for 10 years, but I never had the opportunity to be on a

team that was trying to make insulin available in tablet form." His new colleague Nazaneen is equally energised by the challenge: "I'm really excited about bringing my expertise to the table," she says. "No one can do this alone, but by working with others we can hopefully put the pieces together and find a dosage form that will work."

The best people

Nazaneen arrived at Novo Nordisk in November 2009 and is now part of Franklin's team. Both scientists know the problems involved in creating a protein-based tablet that will not be destroyed in the gastrointestinal tract. A way must also be found to allow the large insulin molecule to pass through the wall of the gut and into the bloodstream.

Despite its enormity, Nazaneen and Franklin found the oral insulin challenge irresistible – for personal as well as professional reasons. Both have experienced the disease through close family members. And perhaps the dream is not so impossible:

"If anyone can do it, it will be this company," Franklin says of Novo Nordisk. "We have some of the best peptide and protein chemists in the world. The company has the best molecules and the best people to leverage the right technologies."

Oral insulin in brief

On 30 November 2009, Novo Nordisk achieved an important milestone on the journey towards oral delivery when it initiated a clinical phase 1 trial of an insulin tablet. Among other things, this first-in-human trial seeks to establish whether the tablet can be safely and correctly absorbed,

and whether it then can reduce blood glucose levels in the human body. Ultimately, Novo Nordisk hopes to develop oral versions of both insulin and GLP-1 medications such as Novo Nordisk's Victoza®.



Career moves

For Franklin, the Oral Formulations department satisfied an interest in innovative drug delivery that began even before he received his PhD in pharmaceutical chemistry. As a graduate student, he worked with peptides and biological barriers, and later he was involved in pulmonary insulin projects, part of the time as an external partner of Novo Nordisk.

Nazaneen earned her PhD in physical pharmacy and had no previous experience with Novo Nordisk when she learned the company was seeking researchers to work with oral formulations. For her, it was a chance for change: "I had worked with small molecules in the pharma industry for close to 18 years," she says. "I wanted to make the switch to large molecules, but this was not possible with my previous employer."

The hope for a cure

PhD student Merete Lund Lafon chose to become part of Novo Nordisk's Hagedorn Research Institute (HRI) because of its vision to find a cure for diabetes. Her contribution to this goal is her work in the area of pancreas development. "I strongly believe that stem cell therapy and beta-cell regeneration are tomorrow's cure for diabetes," she says. "The feeling of making a difference is what drives me in my work." HRI is a basic research facility within Novo Nordisk. Its staff includes scientists, post docs, PhD students, master students and research technicians who supply the Novo Nordisk pipeline with preclinical projects that could become new treatments and, ultimately, a cure. For Merete, it is a fascinating job: "As a PhD student, I discover and try to understand the complex network of signals and transcription factors involved in the development of beta-cells. It's like finding the missing pieces of the puzzle."

Not just any company

Franklin and Nazaneen both came to Denmark from the US, and making the move to a European country was a big decision. For Nazaneen it meant adjusting to a long-distance relationship with her husband. Franklin chose to 'transplant' both himself, his wife and two small sons. "I would not do this for just any company," he remarks. Among the attractions at Novo Nordisk are the company's concern for employee welfare and its willingness to take a long-term view of product development. Nazaneen says: "In the US, everybody seems to be looking for quick results. Here, I have more time to think about a problem."

Other challenges

But even the most exciting project must end in either success or termination. Will Franklin and Nazaneen remain at Novo Nordisk for the long term? At this point, Nazaneen is not quite sure: "I'm enjoying my work and the people I work with, and I'm keeping an open mind," she says. On the plus side, she notes that the company seems to have "no shortage of other challenges." Franklin has also made note of the other research opportunities he has seen at his new company. And he is already committed to his new life, both in Denmark and at Novo Nordisk. "They are going to have to kick me out," he laughs.

"This is not just a working place," Merete adds. "As a new employee or student, you will join a team of truly committed, ambitious and friendly colleagues with the common goal of defeating diabetes."

Meet Merete at novonordisk.com/careers/Hagedorn





Ready like a rocket

The US launch of Victoza® has given Sales Rep Ray Hippolyte yet another opportunity to communicate his passion for the Novo Nordisk brand.

In the nine years since Ray Hippolyte joined Novo Nordisk's US sales force, he has seen a total of four product launches, including the 2010 launch of the type 2 diabetes medication Victoza®. But no matter how often it happens, a launch is never a routine matter for him.

"Product launches are always exciting," he says. "There's a sense of anticipation – of sitting on the edge of your seat and being ready like a rocket waiting to take off."

Ray is passionate about his company's products and believes strongly in what he is doing. As a sales rep based in San Francisco, California, his job is to communicate that passion to his customers. Previously, while serving as a regional field trainer, he did the same for his peers. So it is no coincidence that for Ray, communicating passion comes naturally:

"Passion is contagious. When you really believe in something and are passionate about it, people get inspired."

Since the Victoza® launch, Ray has worked exclusively with this product, visiting endocrinologists in and around San Francisco. On an average day, he will make about nine visits, and he enjoys his work.

"It's all about building relationships, establishing trust and providing value. I like that," he says.

Rules of the road

In the pharmaceutical industry, sales reps on the road for their companies have strict rules about what they say and when they can say it. Before the launch of Victoza® in the US, for example, Ray was not allowed to promote or even mention this product to his customers. Which is not to say that California endocrinologists knew nothing of the product when it finally appeared on pharmacy shelves.

Medical-scientific teams are allowed to provide the medical community with neutral, science-based information. Well before a launch, a Novo Nordisk medical-scientific team is present at conventions and other gatherings of healthcare professionals, providing scientific information and answering questions about drug candidates, modes of action, clinical trials, etc. By the time Victoza® was ready for the market, many US physicians had a solid understanding of liraglutide, which is the product's scientific name.

"We won't just be selling a product. We will also be training patients to change the story of their lives."

Knowledge, however, is only part of the equation. Gaining acceptance for a new product is Ray's job – and that can be quite another matter.

Jumping the hurdles

In Ray's experience, the managed care systems that provide healthcare to insured patients in California often present a

huge barrier to a newly-launched medication. If the product is not on the list of medicines approved for reimbursement through managed care, a physician will be reluctant to prescribe it.

But Victoza® was a big exception – it simply leaped over all the hurdles, Ray says:

"It was amazing. Even physicians who tended to be slow to adapt to a new product started prescribing in the first week after the launch, and some of them are now among my biggest prescribers."

Changing the diabetes story

In his daily work, Ray has always been inspired by the Novo Nordisk brand promise of Changing Diabetes®. Right now he is working to further his aspirations, building on the brand promise using his own, unique experience.

With a background in the culinary arts and a strong interest in healthy foods, Ray is currently training to become a certified wellness coach. In time, and with the full support of Novo Nordisk, he would like to move into marketing, where he can participate in patient-related initiatives and communicate to them his passion for healthy living.

Ray believes that activities emphasizing lifestyle change and preventive care will resonate well with the current US healthcare reforms and generate even more respect for Novo Nordisk. And that, in turn, will help his colleagues in sales. "We won't just be selling a product," he says. "We will also be training patients to change the story of their lives as we live our vision of changing diabetes."

I've worked for Novo Nordisk for 22 years and am used to detailing great products, but Victoza® is something special,"
Patricia Schwarz, sales rep, Germany.

"It's a privilege to be part of the greatest product launch of our lifetime,"
Iain Sinclair, diabetes sales manager, East Scotland.

"I have never seen a product where customers were waiting for it,"
Marion Bachmann-Vigini, sales rep, Switzerland.

"Launching Victoza® has been fantastic. The specialists have really been waiting for me to come and tell them more,"
Birgitte H Mortensen, key account manager, Denmark.



The China challenge

Working in China, a market with almost unlimited opportunities, is a fast-paced and exciting experience.

It is an exhilarating time to be part of the Novo Nordisk organisation in China. Zhang Kezhou, associate vice president of Medical Affairs/Clinical Development at affiliate headquarters in Beijing, describes the Chinese market as having “endless opportunities” for Novo Nordisk, and the numbers bear him out. Sales in China have grown from a mere 70 million Danish kroner in 1993 to 3.4 billion in 2009. This year, the Chinese affiliate is set to become Novo Nordisk’s third-largest affiliate measured in sales, next after the US and Japan. And a constantly-expanding economy promises continued growth at an ever more dizzying rate.

“Everything is fast here,” says Kezhou, who enjoys the adrenaline pace of this energetic affiliate. “It’s a ‘boost’ that drives you every day. When you wake up in the morning, even during the weekend, there’s a lot of work waiting for you. But it’s also very exciting.”

Any of China’s tens of millions of recent college graduates would be likely to agree. The competition among young, newly-educated Chinese for a position at Novo Nordisk is staggeringly fierce: on average, the affiliate headquarters in Beijing receives an incredible 10,000 applications for a single graduate position.

A new generation

The applications come from a new generation of Chinese whose orientation is Western and who prefers excitement and challenge to tradition and predictability. At the same time, they respect and understand the more traditional values of their customers, and are skilled at balancing East and West in their daily work. And their work ethic is distinctly Asian.

“Hard work is part of the culture here. Family is important, but your status in society depends on your job, and hard work is seen as the way to achieve success. Multinational companies are especially attractive to these young, self-confident graduates. They are eager to prove themselves, they work very hard, and they want big challenges,” Kezhou says.

For anyone working at Novo Nordisk in China, the challenges and potential of the diabetes market are as vast as the country itself. Estimates of the diabetes population vary greatly, but Kezhou believes there are at least 50 million people with diabetes in China, most of whom are not diagnosed. Among those who are, the expanding economy and improved standards of living are bringing Novo Nordisk treatments within reach of an increasing number of people. Among those who

are not diagnosed, Novo Nordisk training and awareness programmes are promoting detection and treatment which Kezhou believes will also expand the market in time.

Loyalty and generics

Novo Nordisk expertise is widely recognised in China, Kezhou notes. This, in addition to the fact that Novo Nordisk has had a presence in China since 1994, has invoked a strong customer loyalty that is unique to the Chinese market. It is a loyalty that even cheap, generic competition has thus far been unable to shake.

“Everything is fast here. It’s a ‘boost’ that drives you every day.”

“There are a lot of generic pharmaceutical companies in China,” Kezhou says. “But Novo Nordisk was there earlier and has invested more in sponsorships and education, and customers remember that.” And Chinese doctors are very conservative. If they have good results with a product, then they are reluctant to change.

“So when a patent expires in China, it does not have the same dramatic impact as it does in Western countries. In China, the market just keeps on growing. You never see a big dip.”

Reform: a new opportunity

Government healthcare reforms are now taking place in China that will expand basic diabetes care by building up the primary care sector, where reimbursement will be provided for treatment with generic or animal insulin. Branded drugs

and advanced treatments such as those provided by Novo Nordisk will not be on the ‘essential drug list’ of products eligible for reimbursement in this primary care system.

But even this will not stop long-term market growth for Novo Nordisk, Kezhou says. On the contrary; in time, he is convinced that it will grow the market even more because it will increase diabetes detection. And as personal incomes in China continue to grow, he expects that an increasing number of these newly-diagnosed persons will be willing and able to accept co-payment for treatment with the advanced products provided by Novo Nordisk.

More brainpower

In response to the explosive growth and potential of the Chinese market, Novo Nordisk has decided to turn the Chinese business area into an independent region from January 2011– meaning that the leadership of the Chinese affiliate will become part of the Senior Operations Management Team reporting directly to Novo Nordisk COO Kåre Schultz.

For employees in China, this will make life even more exciting. “We think becoming an independent region will bring even more business opportunities, more brain power and more resources to the diabetes market in China,” Kezhou says. Employees in China – especially the young graduates who enjoy the Western style of dialogue – also expect to bring their own brainpower and market insights to Novo Nordisk headquarters in Denmark, he adds:

“We are ready for a two-way challenge process. What we are aiming for now is a strategy and actions that are globally aligned – and locally defined.”

Novo Nordisk in China

Novo Nordisk has marketed its products in China since the 1960s and established an affiliate in the country in 1994. The Chinese business area includes China, Taiwan and Hong Kong.

Today, Novo Nordisk (China) Pharmaceuticals Co., Ltd. is headquartered in Beijing and employs more than 2,800 persons. The affiliate has regional offices in nine Chinese

cities as well as production facilities in Tianjin and a centre for research and development in Beijing.

The company has also invested in diabetes training, awareness-raising and education in China. In 2009, Novo Nordisk trained more than 50,000 healthcare professionals. Patient education and awareness programmes include the NovoCare® Club and the NovoCare® Bus.

Taking action

– and creating a team

Six new employees in Bangalore, India, found extra inspiration in Novo Nordisk's employee volunteer programme.



Senior Data Quality Manager Murali Gouda and his colleagues in the Data Management team had certainly heard of 'corporate social responsibility' before being hired by Novo Nordisk. But until they arrived at their new job in Bangalore, India, they had never really seen that responsibility in action.

"In the other companies we came from, social responsibility meant that the finance department would make a donation to a cause, and that was it," Murali says. "But with the TakeAction programme at Novo Nordisk (see box, ed), it was mainstreamed into the entire organisation. We all had the opportunity to interact directly with the people we helped, and that was something very new to us. We were fascinated."

That was back in the fall of 2007, when Murali, his manager Puneet Kumar Jain and four other newly-hired colleagues had their hands full establishing a new unit to manage and analyse the huge amounts of data flowing into the company from global clinical trials. But despite the rigours of starting a new department, getting to know new colleagues and finding their bearings in a new company culture, the six members of the Data Management team found themselves also wanting to take part in the company's volunteer action.

The result, conceived by Puneet and strongly supported by Sanjeev Shishoo, vice president of the company's Regional Office Far East, became known as the TakeAction Club, established in the spring of 2008.

Target: diabetes awareness and screening

The first activities of the club took direct aim at India's growing diabetes problem. Sometimes known as 'the diabetes capital

of the world', India had an estimated 41.5 million persons affected by the disease in 2008, many of whom were not even aware of their condition.

The TakeAction Club initiated a range of campaigns and camps in the rural districts around Bangalore, where there was a great need for diabetes screening and awareness-raising.

Membership in the club began to swell as colleagues from the entire Bangalore organisation joined the volunteer effort. Working at schools, marketplaces, stadiums and other public places, the members of the TakeAction Club attracted crowds of local residents whenever they set up a stall.

"Working together for a common good helped integrate us into the company."

In one of these campaigns, some 30 employees spent a working day at the Kittur Rani Channama Stadium in Bangalore. In addition to offering general information on diabetes at the Novo Nordisk stall, they provided free health screening for over 200 people, measuring blood sugar, blood pressure, weight and height.

Impressive energy

The TakeAction Club attracted more than a thousand local villagers when it later organised a camp on the outskirts of Bangalore to provide free healthcare services. Medical specialists enlisted by the club offered free treatment to villagers who could not afford basic medication and care, and at the Novo Nordisk stall, visitors over 40 years of age were screened for



diabetes and offered information about the disease.

Meanwhile, the regional Vice President Sanjeev Shishoo was impressed by the energy of the newcomers who started the TakeAction Club:

"The most recent team joining in this regional office has been the most enthusiastic about living the Novo Nordisk Way," he said.

As director of the new Data Management team, Puneet admits that the TakeAction journey was not an easy one.

"But each of us know that we are getting back much more than we are giving and we are making a difference in our own way," he notes. And the new Data Management unit certainly did get something in return for its efforts.

Part of the team

While they were meeting and helping Novo Nordisk stakeholders in the rural areas of Bangalore, Murali and his colleagues met other co-workers as well. Working with them in a variety of humanitarian projects helped make them part of the larger team and gave them a hands-on understanding of Novo Nordisk values. As Veena Paul from the Data Management team puts it: "Working together for a common good helped integrate us into the company." Today, Murali and the other members of the TakeAction Club in Bangalore are still an active team. Since its creation, the club

has organised some 14 separate events. And last fall, the Bangalore group also provided relief supplies after a devastating flood some 550 kilometre northeast of Bangalore.

Next on the agenda for the TakeAction Club will be more diabetes awareness-raising – and more direct contact with Novo Nordisk stakeholders. Putting a human face on social responsibility was what inspired the club to begin with. And it is still the 'glue' that keeps the TakeAction team together.

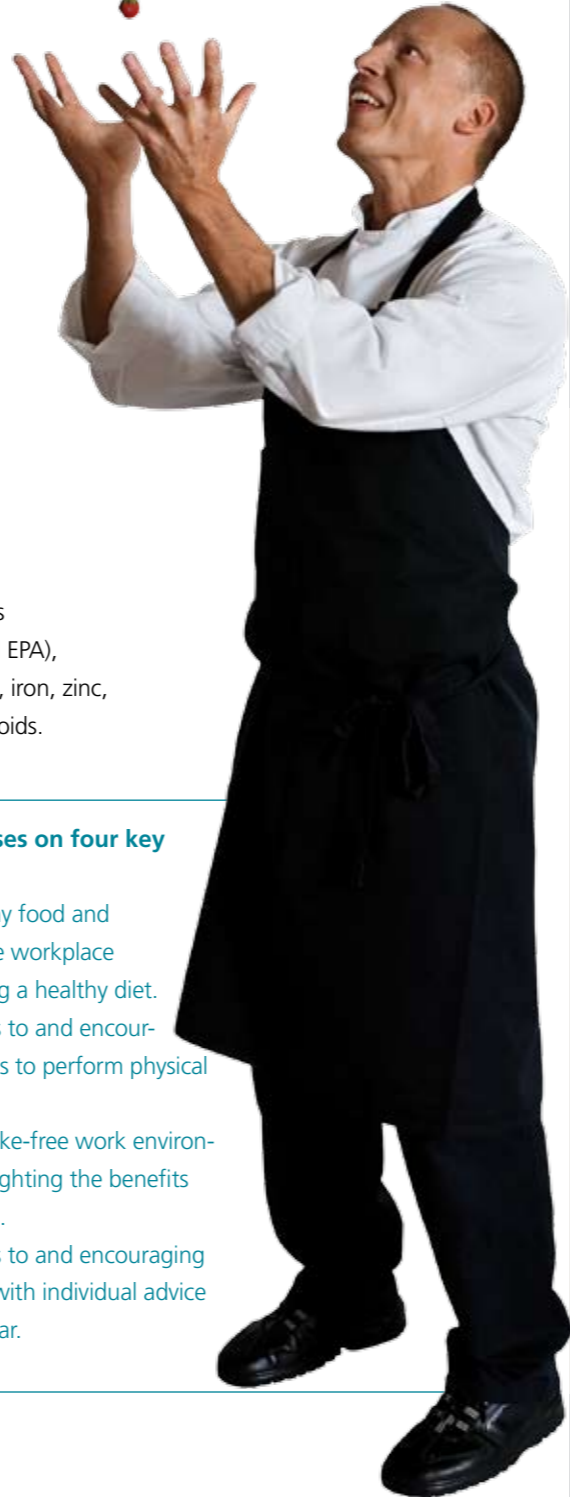


Employees volunteer for change

Novo Nordisk's social responsibility is at the heart of the company's employee volunteer programme, TakeAction.

The TakeAction programme, launched in 2003, encourages employees to engage in voluntary activities in local communities. Activities are developed and carried out by Novo Nordisk employees during working hours. Activities are only limited by the creativity of employees and could for instance include fundraising, diabetes youth camps, awareness campaigns and walkathons. Since the programme began in 2003, employees have carried out more than 700 activities.

Change starts from within



Do you want to optimise your everyday performance and be able to deliver 110%?

If so, then you need a strong mind in a healthy body. On this page, you will find advice about some small changes that can make a big difference.

Food for thought

Eating can provide so much more than immediate pleasure. If you want to enhance your mental well-being, the right kind of food can serve as a perfectly healthy 'brain-doping' that will make it easier for you to learn and remember.

Your brain is constantly changing. The right kind of food will help keep your brain fit and flexible, so to speak, by delivering the necessary essentials.

Some of the best brain-essential foods are:

- Nuts
- Tomatoes
- Dark and bitter chocolate
- Soy products
- Citrus fruits
- Blueberries
- Fatty fish
- Turmeric

Brain essentials

Omega-3 fatty acids (especially DHA and EPA), vitamins C, D and E, iron, zinc, antioxidants, flavanoids.

NovoHealth focuses on four key health areas.

- Providing healthy food and beverages in the workplace and encouraging a healthy diet.
- Providing access to and encouraging employees to perform physical activities.
- Providing a smoke-free work environment and highlighting the benefits of non-smoking.
- Providing access to and encouraging a health check with individual advice every second year.

NovoHealth

At Novo Nordisk, we strongly believe that change starts from within. We strive to enable people to live longer, healthier and more productive lives. It is this determination that drives our NovoHealth global employee health programme.

NovoHealth is seeking to develop a workplace culture that promotes and supports healthy living for all employees – an opportunity for Novo Nordisk to practise what we preach.



Performance food

If you are looking for immediate results, research suggests that our mental alertness can be affected by the food we eat. Cold, sour, spicy and crunchy foods increase our level of attention and awareness, whereas food that is hot, sweet and smooth tends to make us feel drowsy. This is something to consider next time you eat lunch or have a midday snack.

Physical well-being

A clever mind can work wonders, particularly if placed in a physically fit body. But how can you easily incorporate physical activity into your everyday life without sacrificing several hours of your schedule?

An option is to bike to work. It may take a few extra minutes, but it will improve your physical condition and save you the frustration of being stuck in traffic.

Getting some exercise during your working day can be a great way to renew your energy. A 30-minute workout in the gym after lunch can leave you refreshed and ready to take on the afternoon challenges. Of course this requires more time than biking to work, and you will need to clear it with your employer. If you cannot take a 30-minute break, then a 10-minute walk can also work wonders in terms of clearing your head and restoring your level of energy.

You can define your own way

Industrial Engineer Cristina De la Fuente is employed in Denmark in the Process Support Department, where she works to optimise production processes. Her background has a strong technical focus, but it was the human aspect of Novo Nordisk – its emphasis on social responsibility – that first attracted her to the company. She is also very happy with the way Novo Nordisk listens to its employees and supports their individual career goals:

"If an employee expresses a wish to develop in a different area, or to try a totally different activity, they are always supported. You have an opportunity to define your way," Cristina says.

"For me, 'life-changing career' means a career that has an influence on your life, far beyond a need to have a job in order to survive," she continues. "I definitely think I have a life-changing career, because I have the chance to define my way, to see my dreams fulfilled, while helping people lead better lives. I can see all the possibilities I have in the future to shape my life, to one day move to another country, or jump

to a totally different job, yet still working for Novo Nordisk. "The biggest reward for me is the fact that I am helping people that are sick. Just knowing that I help improve lives is very satisfying."



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