

Corporate Sustainability Assessment

2008

Novo Nordisk A/S

Member of DJSI World & DJSI STOXX
 DRG Pharmaceuticals
 Denmark



Corporate Sustainability Assessment Results

Explanations:	Company Score (%)	Average Score (%)	Best Score (%)	Lowest Score DJSI World (%)	Lowest Score DJSI STOXX (%)	Lowest Score DJSI North America (%)	Weighting of Dimension or Criteria in Total Score (%)
The scores reflect the company's performance across economic, environmental and social criteria compared to its industry average, best and worst performing company in the DJSI World and DJSI STOXX in the company's industry. The values for the total score, the dimension and the criteria scores are on a scale from 0 to 100%. Their weighting in the total score is shown in the last column. The DJSI Guidebooks on www.sustainability-index.com contain further information on the assessment methodology.	is the actual score of the company	is the industry group's average score	is the highest score reached by a company in the specific industry	is the lowest score of a DJSI World component in the specific industry	is the lowest score of a DJSI STOXX component in the specific industry	is the lowest score of a DJSI North America component in the specific industry	is the weighting of the dimension respectively criteria to calculate the total score

Total Scores:

	Company Score (%)	Average Score (%)	Best Score (%)	Lowest Score DJSI World (%)	Lowest Score DJSI STOXX (%)	Lowest Score DJSI North America (%)	
Total Score	84	51	84	76	80	67	-

Dimension Scores:

	Company Score (%)	Average Score (%)	Best Score (%)	Lowest Score DJSI World (%)	Lowest Score DJSI STOXX (%)	Lowest Score DJSI North America (%)	Weighting in Total Score (%)
Economic Dimension	80	55	89	77	80	69	37,6
Environmental Dimension	85	52	91	79	80	63	12,1
Social Dimension	86	47	86	72	79	67	50,3

Criteria Scores:

Economic Dimension

Criteria	Company Score (%)	Average Score (%)	Best Score (%)	Lowest Score DJSI World (%)	Lowest Score DJSI STOXX (%)	Lowest Score DJSI North America (%)	Weighting in Total Score (%)
Corporate Governance	79	72	92	73	79	89	5,6
Risk & Crisis Management	92	57	96	79	85	62	6,
Codes of Conduct/Compliance/Corruption&Bribery	82	69	100	80	82	82	6,
Brand Management (IS)	91	31	100	38	91	31	3,4
Marketing Practices (IS)	74	50	87	71	74	82	3,4
Research and Development (IS)	85	61	90	80	85	80	6,8
Customer Relationship Management (IS)	61	43	74	45	47	49	3,4
Innovation Management (IS)	58	28	83	58	58	28	2,9

Environmental Dimension

Criteria	Company Score (%)	Average Score (%)	Best Score (%)	Lowest Score DJSI World (%)	Lowest Score DJSI STOXX (%)	Lowest Score DJSI North America (%)	Weighting in Total Score (%)
Environmental Reporting	93	62	100	78	93	78	3,
Operational Eco-Efficiency (IS)	89	45	100	68	73	48	2,9
Environmental Policy/Management System (IS)	100	74	100	95	100	90	2,9
Climate Strategy (IS)	60	31	85	51	57	34	3,4

Social Dimension

Criteria	Company Score (%)	Average Score (%)	Best Score (%)	Lowest Score DJSI World (%)	Lowest Score DJSI STOXX (%)	Lowest Score DJSI North America (%)	Weighting in Total Score (%)
Labor Practice Indicators	87	63	87	67	72	67	5,2
Human Capital Development	94	34	94	41	53	46	5,6
Talent Attraction & Retention	75	47	78	66	68	66	5,6
Corporate Citizenship/Philanthropy	85	34	85	33	33	44	3,
Social Reporting	100	53	100	78	78	65	3,
Stakeholder engagement (IS)	95	65	100	77	87	77	4,6
Standards for Suppliers (IS)	72	57	92	72	72	72	6,8
Occupational Health & Safety (IS)	82	49	91	82	82	50	3,4
Animal Testing (IS)	100	50	100	60	60	60	1,7
Bioethics (IS)	100	41	100	63	82	63	1,7
Strategy to Improve Access to Drugs (IS)	85	38	96	66	76	73	4,
Health Outcome Contribution (IS)	87	27	87	32	77	3	2,9
Addressing Cost Burden (IS)	83	33	93	43	76	26	2,9

* Criteria assessed based on publicly available information only

** Not sufficient significant information available

(IS) Industry specific criteria (does not apply for all industries)