



# life- changing careers

## International players

Our graduates are driving change  
from the far corners of the world

## Going local: revamping school life

Excited about  
Novo Nordisk?  
The Governor of  
New Jersey is

Motivation to  
help millions  
– drives project team  
to new heights

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## Life-changing careers

When you employ over 26,000 people across 80 countries you know you are going to be dealing with diversity on a large scale. Whenever I travel on business I get to meet Novo Nordisk employees in our plants and offices and in the field, I see how people with very different backgrounds and cultures are joined together by a common goal: to make a difference to the lives of people with chronic illness.

But it's not just the goal they share: it's also the values they hold themselves and us, as a company, accountable to and the insistence that things are done ethically. One thing I have learned on my travels is that we exist as global leaders within our field. This is because the values of our employees are perfectly in sync with the values we have operated under for the last 80 years: that we put people first in everything we do. Our employees expect nothing less than a life-changing career.

*Lars R. Sørensen*  
Lars Rebien Sørensen

# Going the distance with Patrick Loustau

So you know where you want your career to go, but have you thought about how to get there? We sat down with senior vice president Patrick Loustau to talk about visualising and preparing for the challenges that will present themselves on the way to the finish line.

You've been running for 10 hours and 34 minutes, averaging just over five miles per hour, covering 54 miles, in the South African, June heat. But now you have made it, you've crossed the finish line. You slow to a stop and immediately start replenishing fluids. You need to consume 10–20 grams of protein, followed closely by around 300 calories of carbohydrates within the first 30 minutes. You'll be stretching, too, feeling a mixture of fatigue and adrenalin. It's only when your pulse has slowed, and your body's needs have been replenished, that you might start to wonder how you got here.

Running a 54 mile (87 kilometres) ultra-marathon, as you might imagine, takes dedication, discipline, and a stringent exercise programme. But to be successful, and not fall off your training, you also need to have a long-term overview. You need to know what events might impact your training down the line, and be ready to shift and adapt your training schedule when things take an unexpected turn.

Collectively, these skills serve the ultra-marathon runner well, whether or not he is only applying these skills to his running, is his own decision.

*"I think this long-term commitment to training teaches me perseverance in what I do,"* says Patrick Loustau, after completing the Comrades ultra-marathon, *"which I can leverage for my work as well. It means I can look a long way down the line and not only see the finish, but the obstacles and challenges I might have to overcome on my way. I can get a better idea of what I might need to tackle those challenges, and I can prepare for that."*

Since joining Novo Nordisk in 1996 Patrick Loustau's career at Novo Nordisk has taken him from France, to Germany, to the USA and Canada, and now to Denmark, covering different positions from brand manager, senior director of Marketing, to his current position as senior vice president for Global Marketing.

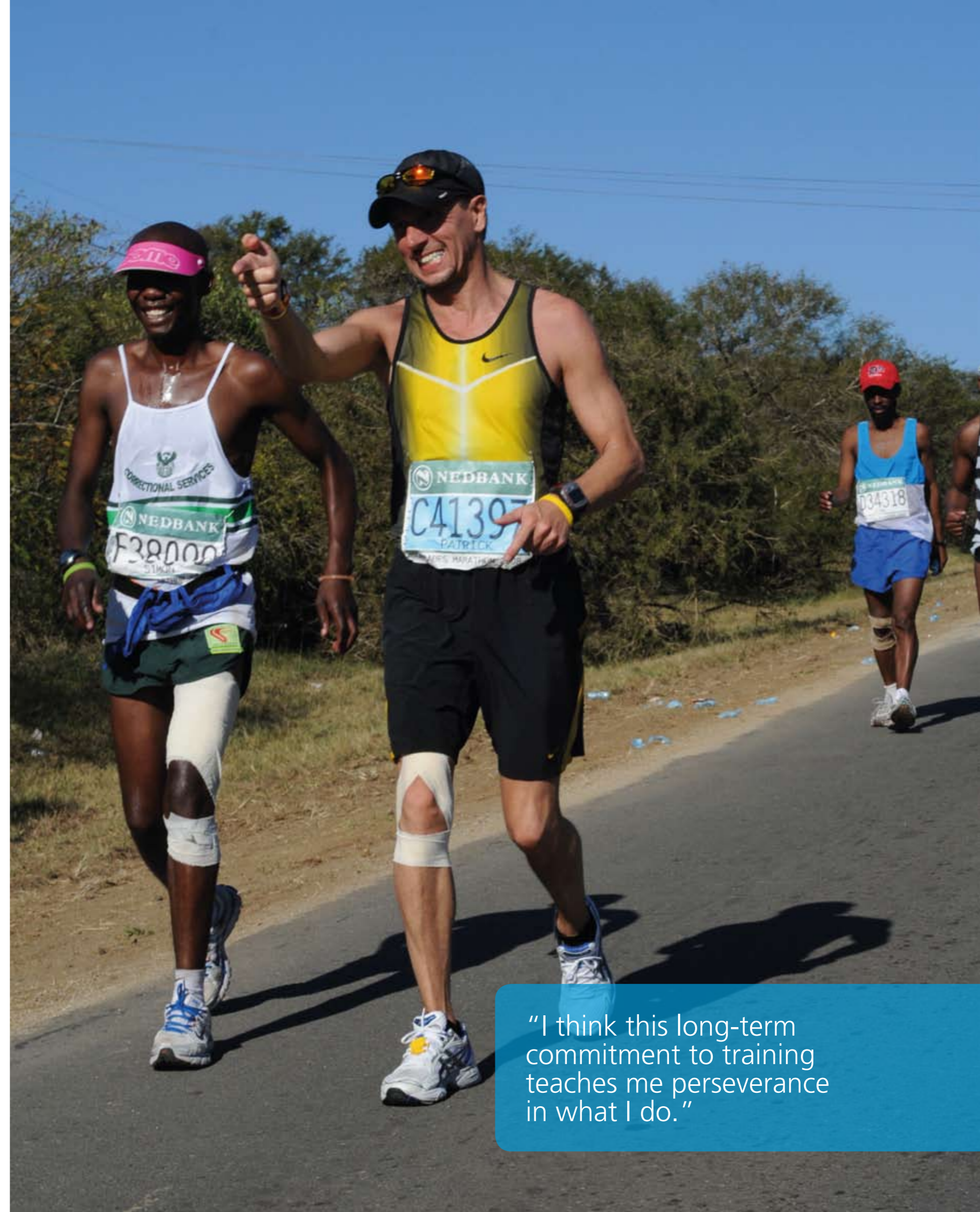
*"This long-term strategy has served me well at Novo Nordisk, because this is a place where opportunities openly exist, where you are encouraged to know where you want to be going forward, and you are mentored into getting there. So I really feel that the mental preparation for running long distances and for managing a long-term career are very similar. For example, instead of thinking about when you need to top up fluids, you are thinking about when you need to top up competencies, in order to keep moving forward."*

You might wonder where Patrick finds the time to be senior vice president of Global Marketing and still run five times a week, but again, he brings it back to overview, to looking beyond tomorrow, and by allowing his passion for running to merge with the passion that drives his career.

*"I try to couple running with what I do in my job in other ways too. Which brings me back to our passion about changing diabetes. When I ran the New York Marathon last year I raised funds for a charity called 'Team for Kids'. They bring physical education programmes to kids to prevent obesity. And that is perfectly in line with what I do in the company, in my day to day work."*

Patrick has put together a team of Novo Nordisk runners for next year's New York Marathon, as a team they will raise over 50,000 US dollars for 'Team for Kids'.

*"It's a nice way to combine my profession with my passion."*



*"I think this long-term commitment to training teaches me perseverance in what I do."*

# Going local

Novo Nordisk's TakeAction! programme engages employees in the company's Triple Bottom Line and gives them the opportunity to do volunteer work during work hours. All activities support the company's business objectives as well as covering social and/or environmental objectives in the local communities in which the company operates.

In September 2007, some 1,300 Novo Nordisk volunteers visited the Kissimmee Elementary School, a run-down school in Osceola County, Alabama. In terrible condition, the school was simply not conducive to learning. On arrival at the site, many of the volunteers could not believe that a public school in the US could be allowed to lapse into such appalling conditions. Luckily, the volunteers were there to give the school an 'extreme makeover'.

*"It was a little overwhelming, to be honest. We didn't know where to start,"* says Tom Tolve of Novo Nordisk, one of the volunteers heading up the programme. *"So we sought the school's advice on what was most important, and then determined what was possible based on the manpower we had available, and within the timeframe allocated."*

The 100,000 US dollars project saw classrooms being repainted and equipped with much needed equipment, the exterior doors were sanded and repainted, as well as the sills. Spoiled landscapes were fixed, tidied and redesigned.

The school, which was built in the 1960s and that currently has around 825 students, has never undergone any kind of renovation. Novo Nordisk's contribution of manpower and resources has sparked new life into the school, and inspired parents and teachers to continue the good work.

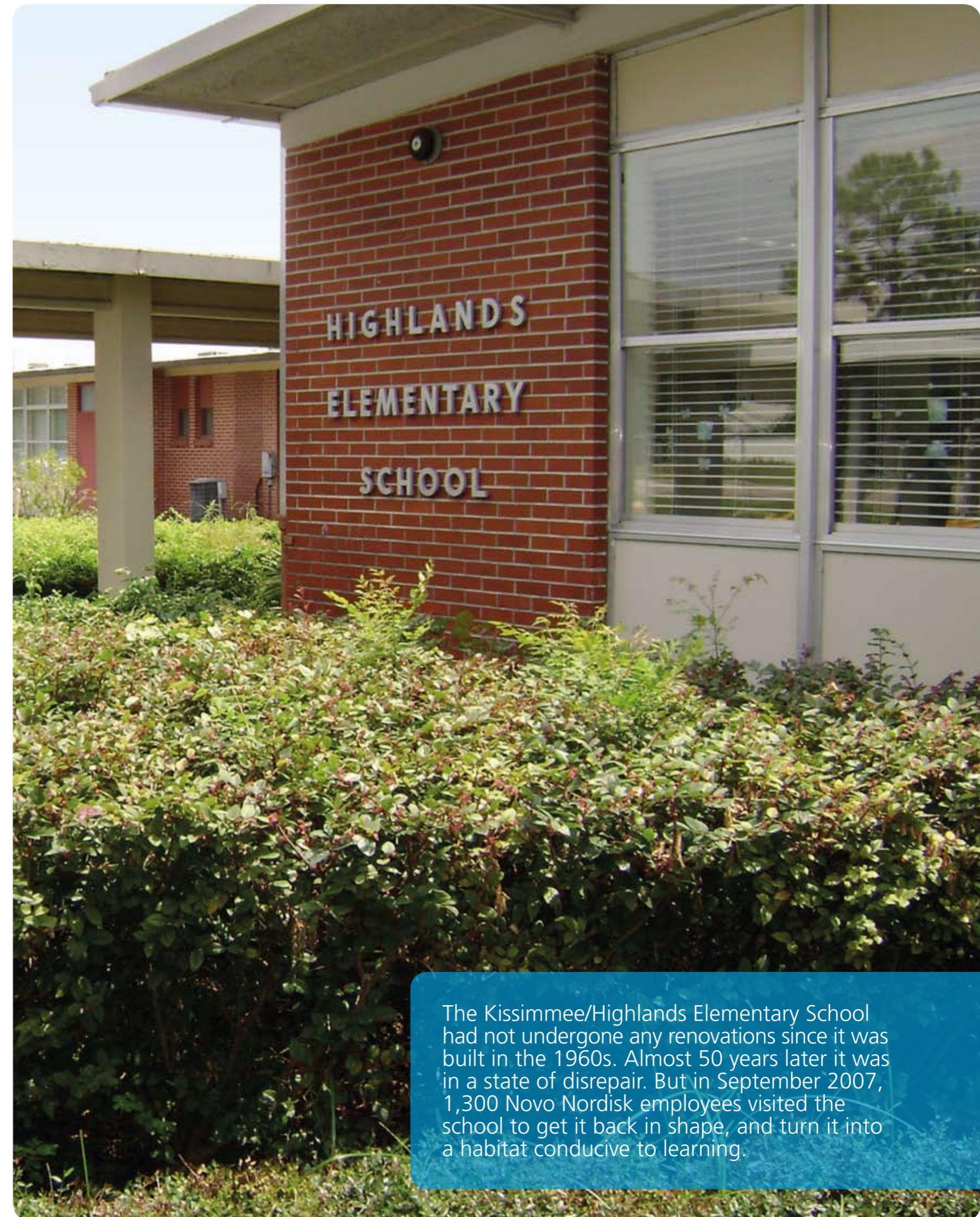
*"I think it's awesome to have all these volunteers,"* says Charlotte Senay, whose granddaughter attends the school. *"And we want to work, too."*

After a lot of painting, fence mending, landscaping and a sprucing up of the playground, the Novo Nordisk volunteers looked back on a very different school.

*"It's part of our company vision,"* says Samara Reed, who works for Novo Nordisk in the Houston area. *"It just feels so rewarding to be able to give something back like this. It looks like a different school now."*

It was a fast moving transformation. At the end of the day, when the volunteers climbed back into the buses, they were tired and worn out, but they had left their mark not only on the shabby walls, but on those that inhabit them on a daily basis.

*"Wow. I cannot believe what I'm seeing,"* were the words of Principal Susan Gaunce *"I have goose bumps."*



The Kissimmee/Highlands Elementary School had not undergone any renovations since it was built in the 1960s. Almost 50 years later it was in a state of disrepair. But in September 2007, 1,300 Novo Nordisk employees visited the school to get it back in shape, and turn it into a habitat conducive to learning.

# Enjoy our recipe for a healthy future

Healthy employees create a healthy company, that's why Novo Nordisk has NovoHealth: a worldwide employee health programme striving to provide a workplace that promotes and supports healthy living for all employees.



Tim Slee Canada

I grew up in the Western Highlands of Papua New Guinea in the 1960s. Mum used to make special meals to celebrate when Dad came home from patrol in the mountains, where he helped local villagers develop sustainable agriculture. Mausgras cakes were our favourite.



Cecilia Marques Portugal

This family recipe, which has been passed down from generation to generation, is prepared daily in thousands of Portuguese homes. It's my contribution to the battle against fast food, which I consider to be an impersonal and unhealthy way of eating.

## I Bim Pried Mausgras (New Guinea fish cakes)

Serves 4

### Fish cakes

- 500 g (18 oz) white fish, minced or chopped, eg catfish or cod
- 3 tbs fresh lime leaves, chopped
- 1 egg
- 125 ml (1/2 cup) runner beans (or haricots verts), finely sliced
- 1/2 tbs mild curry powder
- Olive oil for frying
- 1 tsp salt

### Cucumber salad

- 250 ml (1 cup) cucumber, diced
- 125 ml (1/2 cup) peanuts, finely chopped
- 125 ml (1/2 cup) white vinegar
- 2-3 tsp sugar to taste
- Fresh red chilli, chopped (optional)

Serve with cucumber salad and rice (or noodles)

### Fish cakes

1. Combine all the ingredients into a firm mixture.
2. Shape the mixture into small pancakes, approximately 5 cm (2 inches) in diameter and 1/2 cm (1/4 inch) thick.
3. Fry in the oil.
4. Serve with cucumber salad as a snack, or with rice or noodles as a main meal.

### Cucumber salad

1. Dissolve the sugar in the vinegar and pour over the diced cucumber and fresh chilli, if used.
2. Scatter the peanuts over the top.

Energy breakdown: Protein 28%, Carbohydrate 55%, Fat 17%

Energy per serving: 2,028 kJ / 485 kcal

Tips for buying fresh fish: The gills should be moist and red. The eyes should be shiny and not sunken. The scales should be bright, pearly and firmly attached to the skin. The fish should be mild and pleasant in odour. Instead of lime leaves you can use coriander, parsley or basil.

## Caldo verde

Serves 6

- 1 tbs olive oil
- 1 large onion, diced
- 2 cloves garlic, thinly sliced
- 140 g (5 oz) chorizo
- 6 medium potatoes, peeled and diced
- 2 l (8 cups) cold water
- 450 g (1 lb) kale, very finely shredded
- Salt and pepper

Served with corn bread

1. Heat the olive oil in a large pan over a medium heat and sauté the onion until it is transparent.
2. Add the garlic, and fry with the onion for 2 minutes.
3. Add the potatoes and cover with cold water.
4. Bring the soup to the boil and then turn down the heat. Simmer for about 15 minutes until the potatoes are tender.
5. Remove from the heat and allow to cool slightly. Purée in a food processor and return to the pan.
6. Add the very finely shredded kale and cook for 2 minutes.
7. Season with salt and pepper.
8. Serve in individual bowls and garnish with chorizo slices.

Energy breakdown: Protein 14%, Carbohydrate 65%, Fat 21%

Energy per serving: 1,313 kJ / 314 kcal

Caldo verde is a simple, classic soup, which many consider to be Portugal's national dish. It is found everywhere, from Lisbon's most exclusive hotels to more humble rustic restaurants. In Portugal caldo verde is made using couve galega, a dark-green cabbage similar to kale. Spring and savoy cabbage are both ideal alternatives. Dark-green vegetables contain a lot of vitamins A and C, and are high in fibre.

I Bim Pried Mausgras

# X-Men and X-Women speak out about life away from home

The meaning of 'diversity' has changed over the years. Thankfully, it has shaken off its earlier shallowness, and has also evolved into something more tangible and measurable. Diversity can no longer be defined by skin colour or gender. Today, it is about recognising and investing in difference.

2007 saw Novo Nordisk employing, for the first time in our history, more non-Danes than Danes. As we become more global we need to have a deep understanding for what it means to work, as a foreign national or expat, for a very Danish company. We recently met with five of our international employees to find out why they came, and more importantly, why they stay.

Geelanie Bruines (GB): I was here on a six-month job rotation in 2004. When I went home to the Philippines I applied for, and was offered, a position as vice president. I thought I was dreaming.

Irwin Hirsh (IH): I was really happy to get this job. It is the first time I have ever worked for a pharmaceutical company and the resources here, compared to every other place I have worked, are really strong. It makes you want to succeed in your work, because you have all these great resources that ensure you have the best equipment for the job.

Yiannis Mallis (YM): When I was offered the position I thought that it was very interesting professionally. I was a bit concerned, because the location, the weather and the people. It is a completely different part of the world from where I come from. But I thought, I'm going to adapt. I made the decision really fast. I was offered the position on a Friday, and Monday I said yes.

David Hefer (DH): I got this job offer and it seemed like a tremendous possibility to grow. I was a little bit surprised because I was thinking 'oh, it is the wrong country' – and I had never been to Denmark. But my first impression was great. The Scandinavian stereotype is that people are very cold, but actually they are not at all.

Han Xia (HX): I am part of the graduate programme, which I think is a great way to gain the highest level of experience in a big international company, to know how the decisions are made, and what the rationale behind them is.

Of course, it is always exciting when you get offered an international position and find yourself having to immerse yourself into a new culture, but what is it like in reality, when you get there?

GB: I didn't actually have many issues with respect to the culture or the people. I was concerned about whether I would be able to perform the work I was given, it was more about proving yourself to be capable.

YM: That, actually, was also one of my main concerns. When you come to a different country, with a different culture, you start from scratch, so you have to build both a professional and a social identity all over again. The good thing about the Danish culture is that it's open, so you get to listen to people's opinions; you get to know them.

IH: Professionally this is fantastic. I would say that the key decision was definitely personal; from just simply reading the job description, it said: perfect job for you, apply here. I was very happy to get this opportunity. I could start a whole new life.

DH: For me too, the Pharmaceutical Medicine Programme is very unique in the industry. I think Novo Nordisk is the only company that offers rotation programmes for physicians, where one can basically learn different functions in the industry. It helps that everybody speaks English; you can do your food shopping in English, speak to the bus driver in English, you can go to the post office. You do not need to speak the language to be able to survive here.

But do the Danes not speak that funny language, the one with a few too many vowels? It must be pretty frustrating to be cut off by language.

GB: For survival you don't need the language, but if you want to integrate in society you really need to speak the language.

IH: I think people are very supportive; they don't get frustrated if you prefer English. My colleagues have been very helpful. One colleague, who is a language nerd, is a very good teacher and helps me with my Danish.

So we know why diversity is important, but what are the concrete benefits of having international employees working throughout the company?

GB: In Global Quality we have a matrix of how many people with an international background we have onboard, it is part of the Balance Score Card.

YM: I can say the same thing for Global Marketing. You need to have international people here because you need to know the markets that you are operating in.

HX: In my team we have Americans, Canadians, Austrians, Danes and Chinese. It is really diverse. I think the more cultures you have, the more innovative and creative you can be. Diversity today is about gaining synergy by bringing different people together.

GB: It is about what the individual can bring, and a Dane from another background can be one of the reasons why there is diversity in an area.

HX: I am a good example of this: the first requirement for my position in the graduate programme is a Master's Degree in either Economics or Marketing, but I have a Master's in Biological Informatics, it's purely scientific; the second requirement is another European language besides English, but I only speak English. But I got the position; it is really what you stand for, and what you can bring into this organisation that counts.

One thing we were really keen to find out, was what our foreign nationals and expatriates think it means to be diverse, and what part do they themselves play in diversity?

YM: As we move further into an increasingly competitive environment, being adaptable, being flexible and responding fast, is key. It is innovation, it is experience, it is local knowledge in a global environment. We set the bar high in this company, because if you compare what we are doing in terms of women's opportunities to other companies we are providing a lot of opportunities.

IH: I think it is good to have the bar set high. You should not measure Novo Nordisk solely by how it compares to other companies; especially

if the companies around you are nowhere near where you want to be. Novo Nordisk envisions itself as being a leader, this is our vision. So set the bar high, be overly ambitious.

What does working abroad for an international company do for you, in terms of character and competencies?

GB: I think I have developed as a person through being here in Denmark. It has added to my maturity and my professionalism. I think that is very good experience.

HX: One of the things I am learning here is a balance between work and life; this is what the Danes are really good at. This is a really important skill for your future development, especially if you see yourself as a future manager.

DH: It is also important to mention that there is help for us when coming here. Novo Nordisk helped with finding a language school for my wife, so she was actually able to find a job in a Danish hospital after eight months. I also think Denmark as a country has realised that it is important not only to attract, but to retain expatriates.

The business environment is increasingly characterised by difference: different cultures, different people, different talents and different needs. Our future success depends on utilising the unique talents in order to generate change. That is why we embrace the international talent pool.



## Seven pluses for Denmark

- Democratic values in society and the workplace
- Informal people who enjoy a good social life
- A safe environment for families and children
- Tax breaks for qualified expatriates
- Short commutes and effective public transport
- A strong social welfare system, including free health care and education
- Highly rated quality of life in independent international research

International players

# Our graduates are driving change from far corners of the world

Patryk Rzymyszkiewicz joined Novo Nordisk on the Business Graduate Programme, which is a two-year rotation programme. The programme exposes business graduates, like Patryk, to various aspects of the pharmaceutical industry. He is currently working in China.

China was always on my 'go to' list. It has such a long and comprehensive history, and so many fascinating places and such a vast culture, that I had always been interested in visiting China.

I arrived here in May 2008. Actually, on my first day at work there was an earthquake. So you could say it was an exciting start. What was really interesting through this period was to see how the Chinese people stood together and really supported each other.

Of course it can be tough starting up in a new country with a foreign language, but I was greatly touched by the friendliness of the Chinese people from the beginning. During my first week at work I was invited for lunch by several colleagues. Everyone wanted to know me a little better, and wanted to offer their help if needed.

One of the things I really enjoy about living here is the food. I love going to local backstreet restaurants, and, as I am unable to read Chinese yet, I often order dishes without knowing what they are. I always get great surprises.

Of course there are challenges. I am learning so much every day. My work, for example, is as challenging as I had hoped. I am also learning to speak Chinese, but it is a very difficult language to learn. Still, it makes such a difference when you can communicate in the local language. Chinese people appreciate the effort you make, their faces light up when you make an effort to speak their language.



Julie Marie Kjersem joined Novo Nordisk on the Global Marketing Graduate Programme, which is a two-year rotation programme. The programme exposes marketing graduates, like Julie, to the various aspects of marketing in the pharmaceutical industry. She recently returned from her rotation in India.

I had travelled a lot before joining Novo Nordisk, but always in western countries. When I had the opportunity to go to India I leapt at the chance, because I knew the culture was very different from anything I had ever experienced.

One of the things that initially attracted me to India was that it is such a fast developing country. There is a lot of change taking place there, and I thought it would be interesting to immerse myself into that. And really, I felt like Alice in Wonderland, everything was upside down. Over a billion people live in India, and this changes everything, especially when, like me, you come from a small country, like Denmark.

One of the things I really loved about India was the colours. Colour seems to just burst out of everything: shops, signs, cars, laundries, buildings. Then there is the food, and especially the spices – you will be walking along immersed in thought and then, quite unexpectedly, you will be carried off and engrossed by a spicy aroma when passing a stall.

What really distinguishes India, on a daily basis, are the animals. I remember sitting in the back of a taxi, reading some papers on my way to a meeting, and looking out the window as an elephant walked past. Other days you would see somebody changing lanes on a camel. There are so many things to get used to. It is challenging, but you have to learn to relax and understand that things are done very differently. One day I was chased down some stairs by a group of monkeys; I was quite scared and had to run into an elevator to get away from them. The next day there was a sign up saying 'Don't be scared of the monkeys; we are scaring them away with firecrackers.' I thought this was really funny. Nobody thought to remove the garbage that was attracting the monkeys, just to scare them with firecrackers.

Something that really surprised me was that the Indian people are so ambitious, across the board. It may not be on a grand scale. It could be somebody selling fruit from a basket. Regardless, they want to do it well and strive to achieve more. It was really very inspiring.

I have two pieces of advice for people going to work in India, you need to relax and you need to travel in the country. I went all over, north, east, south and west. It was an incredible experience, one that changes you forever.



# Even the governor is smiling

The cramped, dingy office space with employees lined up and boxed in has long been the norm throughout the corporate world in the US. But in 2008 a change in attitude has become apparent in Novo Nordisk's US affiliate. We met up with Ted Bielicky, director of facilities, to hear about why the new facility in Princeton expresses the value Novo Nordisk places on its employees.

*"We see our facilities as a tool to attract employees, and to retain the employees we do have," says a smiling Ted Bielicky outside the new building. "So it needs to be an environment that they enjoy being in, where they can interact; at the same time it needs to encourage and nurture the employees, and allow them to perform their functions to the best of their ability."*

Novo Nordisk is continuing to enjoy considerable growth in America, where the headcount has increased 14% year in and year out. Finding a space for all these new people has always been a challenge. Six years ago Novo Nordisk operated from 100,000 square feet, which quickly expanded to 125, to 150, to 175,000 square feet. This time it is not simply an increase in floor space, but an entire new building that brings an additional 167,000 square feet of work space.

*"What is exciting about this building is that it had been sitting empty for two years, and we have now moved into it and made it a LEAD (Leadership for Environment and Development) building. That is exciting for me, because everyone cares so much for the environment. It was one of the main concerns when we talked to our employees about producing a new building."*

True to the Novo Nordisk Way of Management, the new building plan was not hashed together in an architect's office far from the employees who will spend their working days there. The employees had their say, and management acted on it.

*"We took the opportunity to ask the employees what they liked and did not like about their current working environment. Even about their workstations. We brought in samples and had the employees vote on them, and whatever they voted on we installed in the new building."*

Wherever possible, green materials have been used; everything from flooring, to glues and paints have a green stamp of approval. Even the plumbing fixtures were changed to reduce water usage. But the environment has not been the only concern. What about the employees themselves?

*"When I first came here, in the old building, the private offices ran round the outside of the floor, along the window edges, and they stole all the light. The workstations in the middle did not see any daylight. That is just horrible. Now we have reversed that so that the workstations get all the light, and the private offices are now in the middle, but with glass fronts, so they also get a share of the light. It is this attitude to treating employees differently that Novo Nordisk have encouraged, and allowed me to do."*

It is not just the Novo Nordisk employees that are welcoming the new facility with open arms. True to form, Novo Nordisk has considered the mark it leaves on society and the local community. The feedback is positive.

*"Everyone is excited," said Ted. "They cannot wait to see it, and how important it is; the town is excited, the Governor of New Jersey is excited, because they recognise our contribution to the environment."*

*"We see our facilities as a tool to attract employees and retain the employees. It needs to be an environment they enjoy being in, where they can interact. At the same time it needs to encourage and nurture the employees, and allow them to perform their functions to the best of their ability."*





Novo Nordisk employees working on the liraglutide project met for team building sessions, including the one shown above where they left their handprints as a symbol of their commitment.

# Motivation to help millions

## – drives project team to new heights

Birgitte Skovsted changed her career path significantly when she joined Novo Nordisk 16 years ago. She was a nurse, but she was hired to manage a clinical trial.

*“People from academic backgrounds usually run clinical trials, but my new manager believed I could do the job,”* says Birgitte Skovsted. *“I did what I could to make sure I did not disappoint her.”*

Today, after several career advances, Birgitte is vice president of Clinical Operations on a project called Liraglutide, a drug in development for treatment of people with type 2 diabetes. The drug showed great promise early on, so Novo Nordisk wanted to get it to market as soon as possible.

*“We set all our deadlines for this project several years ago,”* Birgitte says. *“We actually filed the regulatory application a week ahead of schedule.”*

Novo Nordisk filed for regulatory approval in not one but two big markets:

#### The US and Europe – in May 2008.

*“It is the first time we have ever filed simultaneously in two key markets,”* Birgitte says. The company also broke its own record in the application’s size: 930,000 pages. *“If you printed that out and stacked it up, it would reach a third of the way up the Empire State Building,”* she says. *“When I started at Novo Nordisk, I never dreamt I would be part of something this exciting,”* Birgitte says. *“I am really proud of what we have accomplished so far.”*

#### Big but flexible

Liraglutide’s clinical development programme has been the largest in Novo Nordisk’s history, involving around 6,500 subjects in more than 40 countries.

*“For something that big, the team had to work in harmony in all parts of the trials,”* Birgitte explains. That included the trial designs, planning and execution, data collection, analysis and reporting. *“We have really worked as a team and done whatever we could to optimise the processes along the way,”* she says.

Søren Olsen is Principal Programmer in Biostatistics on Liraglutide, so he approaches the work from a computer scientist’s perspective.

*“In my job you never find two days that are the same,”* he says. *“Leading up to the liraglutide submission, we received many sudden requests for new analyses from the authorities. Sometimes they could be a bit untraditional, so you needed to think of new ways of programming those tasks.”*

#### Ahead of the learning curve

Kirstine Brown Frandsen, corporate vice president of Liraglutide Medical Affairs, says Liraglutide is the fifth product she has launched to market at Novo Nordisk.

*“Each of these projects has its own learning curve,”* she says. *“You are learning how to move from one phase to the next, learning something about that drug and in improving your processes on the scientific front. You learn how the disease is changing, how the treatment of the disease is changing, and also how the political environment around the disease is changing. These are huge fronts that are constantly moving.”*

Kirstine says a project like Liraglutide forces everybody to see how their own job matters in the scope of the big picture.

*“You realise how so many different processes have to get going and work simultaneously across the company and around the world,”* Kirstine says. *“You have to have an incredible trust in each other: trust that the production people know what they are doing; that the clinical operational people running the trials know what they are doing; that the commercial side of the company knows what it is doing, and that we on the scientific communication side know what we are doing,”* she says. *“It is not just a trust that you all have the competencies to lift the project but also to move at the same speed across the board.”*

Kirstine worked in hospitals for many years as a medical doctor before she joined Novo Nordisk 12 years ago. *“Coming here added a different feel to the concept of helping people,”* she says. *“As a doctor you help people person-to-person. Here, you realise that you are part of something that can actually help millions of people.”*



# life-changing careers

Where your talent will benefit you, and millions of others

Working for Novo Nordisk is a life-changing experience. By helping to defeat diabetes, you will make a difference to the lives of millions of people around the world. And by joining Novo Nordisk, you will gain a world of professional experience and join a family of colleagues with a passion for overcoming challenges. Novo Nordisk offers a wide range of career opportunities for talented, ambitious people who are driven to make a difference. That is the Novo Nordisk Way. Visit [novonordisk.com/careers](http://novonordisk.com/careers)

Novo Nordisk, a healthcare company with headquarters in Denmark, operates out of 80 countries and has over 26,500 employees around the world. Novo Nordisk is the global leader in diabetes care, and holds a leading position in haemostasis management, growth hormone therapy and hormone replacement therapy. Find out more at [novonordisk.com](http://novonordisk.com)

“What we are working on today is really going to change the lives of people with diabetes. That is quite something to take home at the end of the day.”

Birgitte Claudius, international medical advisor, Denmark



# Business ethics challenge

Want to see if your values and ethics are right for the pharmaceutical industry? Take our business ethics quiz, where you get to spend a day working with the fictional pharmaceutical company 'Actovas Pharma'.

Doing business across diverse cultures with different codes of conduct is a challenge. In a competitive business environment it becomes harder – and even more important – to make the right decisions. In this Business Ethics Challenge it is your mission to balance sales targets and company reputation as the new employee in Actovas Pharma.

Actovas Pharma is a successful and respected pharmaceutical company, that is why we have employed you to promote our products. Good luck.

### Scenario 1 – Hospital appointment

Dr. Kelvin: We think your drugs are suitable to our patient's needs, and could appoint you as a preferred supplier to the hospital; this would mean your drugs would always be chosen over competitor's. As you can see, we are short of money and the government has cut our funding. We desperately need to train staff and buy new equipment. Would you consider making a donation to help us out? We really need your help.

- A) Offer to donate some funds to the hospital – they are clearly in need of equipment.
- B) Offer some scientific information on your products to help with the decision.
- C) Offer a rebate on product sales, so that the hospital receives a higher reimbursement from the government. This will help them pay for equipment.

### Scenario 2 – Approval

Mr. Jones: Thanks for coming to see me. It is about your application to get approval from the government to distribute your drug, Actovassam. This is a complex process with a large amount of bureaucracy – it could take two years. However, I believe I am well placed to help you overcome some of the administrative hurdles. In return, would your company agree to make a contribution of 10,000 US dollars towards public funds?

- A) Say you cannot make a contribution, and you are happy to follow the procedures, even if they take longer.
- B) Tell him to speak to your agent, who knows a lot about the ministry's working practices. Your agent assures you that he will follow the appropriate process, so you let him handle the deal.
- C) Agree to bypass the bureaucratic process, as it is more important to get the drug to the patient quickly.

### Scenario 3 – Internal

Colleague: Hey, I can trust you right? I must talk to you about our agent, Jim, who is working for us up north. He is the only agent who is licensed to sell to pharmacies and hospitals in the region. But the press has found out that he is the brother of a local government official. When I hired him I did not think it was too important. But now it looks like he is using his influence unfairly. You seem to be good at doing the right thing – what should I do?

- A) Cover up for Martine. There is nothing we can do – Jim is the only person licensed to sell products over there.
- B) Tell your manager, and advise we pull out of the region. We cannot use an unfair situation to our advantage like this.
- C) Advise Martine to tell the agent to sign a document to say that he is doing nothing unfair – then neither of you will be in trouble.

### How did you score?

Add up your points from the answers below and apply them to the ethics barometer.

- Scenario 1: Answer A: 0 points Answer B: 5 points Answer C: 2 points
- Scenario 2: Answer A: 5 points Answer B: 2 points Answer C: 0 points
- Scenario 3: Answer A: 0 points Answer B: 5 points Answer C: 2 points



0 – 5 points: Not good. Come into Head Quarter to study our ethics charter.

6 – 10 points: Not too bad, but you should re-read our ethics charter.

11 – 15 points: Well done. Our values are pretty much inline.

Hopefully you now have a basic understanding of how we at Novo Nordisk do business. There is only one way; it is the right way.



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