

2021

Novo Nordisk Human Rights Report



Contents

Introduction	3
Our Human Rights Commitment	3
Embedding Respect for Human Rights	4
Human Rights Due Diligence	5
Integration into Corporate Policies	
Human Rights Risk Management	
Responsible Sourcing Programme	
Third Party Due Diligence	
Salient Human Rights Issues	8
Remediation	10
Engagement and Collaboration	10



'At Novo Nordisk we are committed to respecting human rights. This goes not only for our employees and patients, but also for the people who are involved in the broad value chain of Novo Nordisk.'

I expect all Novo Nordisk leaders and employees to be aware of our potential human rights impacts, so that we make sure that we treat everyone with respect.'

Lars Fruergaard Jørgensen
President & CEO, Novo Nordisk

Introduction

The **Novo Nordisk Human Rights Report (2021)** describes the latest work we have done at Novo Nordisk towards meeting the responsibility to respect human rights according to the [UN Guiding Principles on Business and Human Rights](#).

Novo Nordisk at a Glance

Novo Nordisk is a leading global healthcare company, founded in 1923 and headquartered in Denmark. Our purpose is to drive change to defeat diabetes and other serious chronic diseases such as obesity and rare blood and endocrine disorders. We do so by pioneering scientific breakthroughs, expanding access to our medicines and working to prevent and ultimately cure disease.

Our Human Rights Commitment

Novo Nordisk is committed to meeting the responsibility to respect human rights throughout our operations and value chains as defined by the [UN Guiding Principles on Business and Human Rights](#). Our Human Rights Commitment is anchored in Novo Nordisk Business Ethics [Code of Conduct](#). Please refer to our [Human Rights Commitment here](#).



Roshni has type 1 diabetes and lives in India

Embedding Respect for Human Rights

Governance

Our human rights commitment and its implementation are overseen by the Business Ethics Committee, comprising the Chief Executive Officer, Chief Compliance Officer and the Chief Legal Officer among others. Implementation of our human rights commitment is integrated into global Ethics & Compliance in all its key elements (i.e. governance, training, risk management, monitoring, tracking and effectiveness reviews).

The Audit Committee (including representation from the Board of Directors) assists the Board of Directors with several oversight responsibilities, including Ethics & Compliance and the process for handling complaints including human rights complaints reported through the [Compliance Hotline](#) (whistleblowing).

Responsibility

The responsibility for day-to-day human rights management across relevant departments is assigned to the Business Ethics Compliance Office, which reports to the Chief Compliance Officer. Business Ethics Compliance Office is led by Corporate Vice President and is resourced with expertise on business and human rights, including child rights expertise.

In Operations, the day-to-day human rights implementation including management of human rights issues is assigned to the global Ethics & Compliance organisation.

Embedding from the top

Executive management including our CEO regularly communicate to employees and managers the importance of respect for human rights as part of business ethics and the company value Novo Nordisk Way.

Corporate human rights requirements

Novo Nordisk's human rights expectations to employees are stated in the Corporate Human Rights Requirements. All employees and managers are required to exercise respect for human rights in daily decisions and actions.

Novo Nordisk Corporate Human Rights Requirements



1. **Avoid causing or contributing** to negative human rights impacts in all business activities
2. **Set human rights expectations** to our business partners according to the [UN Guiding Principles on Business and Human Rights](#), with a focus on high-risk activities
3. **Report human rights concerns** to the [Novo Nordisk Compliance Hotline](#)
4. **Prevent and mitigate recurrence** of actual negative human rights impacts and **provide for remedy** where necessary

Training and awareness building

To continuously develop human rights awareness, Business Ethics Compliance Office and ethics and compliance managers throughout the company regularly conduct human rights training to managers and employees.

Annual business ethics training



Respect for human rights is part of the annual ethics training and it is mandatory for all employees. In 2021, 98% of employees completed and documented their training, with the remaining 2% missing mainly due to employees being on leave.

Our new Responsible Sourcing e-learning promotes awareness not only about human rights risks in supply chain but also about Novo Nordisk's responsibility to avoid causing or contributing to adverse impacts in our supply chain.

Other human rights awareness and training activities



- Human Rights Day awareness campaign
- Human Rights workshops for local management teams
- Human Rights workshops for employees
- Human Rights e-learning
- Ethics and Compliance Academy
- Ethics and Compliance webinars
- Ethics and Compliance newsletters

Human Rights Due Diligence

Over the past years we have been continuously developing and improving human rights risk management capabilities and due diligence systems to manage human rights risks and impacts throughout our own operations and business relationships, including the following.

Integration into corporate policies

Every 2-3 years we conduct human rights mapping and assessment of corporate activities across Novo Nordisk's value chain, from early research to production and support functions such as human resources. Once we identify and assess potential and actual impacts, we analyse relevant corporate policies and processes. Based on risks of potential severity of impacts, we prioritise actions to integrate human rights due diligence into relevant corporate policies and processes.

Our most recent assessment in 2022 identified new gaps in human rights due diligence in line with evolving strategic and research activities.

Human rights risk management

Our ongoing human rights risk management, which has been integrated into the global Enterprise Risk Management structure since 2020, is the backbone of Novo Nordisk's human rights due diligence framework.

Global process and system

Every six months all Novo Nordisk regions and headquarter functions are required to report their business ethics risks including human rights risks to the Business Ethics Compliance Office.

A global business architecture platform for risk management documents information on each risk in detail (including affected people, severity of impact and likelihood, mitigating actions, effectiveness of the actions, etc.). It also documents review comments from internal human rights resources and other reviewers and enables tracking over time. Throughout the process, business ethics and human rights experts in Business Ethics Compliance Office conduct a series of training sessions and hold dialogues to continuously develop human rights risk awareness and capabilities throughout the company.

Risk reviews and reporting

Top business ethics risks are elevated for a review by the Global Compliance Forum (GCF) with representation from the Business Ethics Compliance Office and regional and local ethics and compliance representatives. GCF makes a recommendation on effective risk mitigations to the Business Ethics Committee, which then discusses how to anchor these recommendations in the Ethics & Compliance Strategy and Programme. Consolidated findings of Business Ethics reviews and top 10 risks are reported to the Executive Management and the Audit Committee annually.

Business ethics risk reporting structure



Identification of human rights risks

Each business unit risk owner is responsible for identifying and assessing human rights risks, by gathering relevant data on risk drivers and risk indicators from internal and external data sources in dialogue with relevant lines of business and human rights experts.

Scope of human rights risk management

All human rights

At a minimum, rights stated in the International Bill of Human Rights, ILO Declaration on Principles and Rights at Work, Convention on the Rights of the Child

Potential & actual adverse impacts

Novo Nordisk can cause, contribute to and be directly linked to through its operations, products or services

Any affected persons

patients, employees, external workers, communities and other individuals

Own operations & business relationships

throughout Novo Nordisk's value chain, including supply chain and downstream customer distribution chains

New situations, new business relationships and/or new human rights challenges should trigger identification of 'emerging human rights risks'. For example, in 2021, a human rights risk related to potential severe impacts in Myanmar was identified. Due diligence and mitigation actions included review of business relationships, security, safety and basic needs of employees, external workers and their families as well as respect for their freedom of peaceful assembly among other human rights.

Assessment of human rights risks

Once identified, human rights risks are assessed primarily for 'severity of impact on people' if an event occurs, while likelihood is also given consideration. Relevant risk drivers, such as economic, social and geographical factors in operating contexts and presence of vulnerable groups, inform the risk assessment.

The focus on 'impact on people' is integrated into the Business Ethics Risk Methodology, including risk assessment scales. Risk assessment leads to prioritisation of risks and determination of salient issues through the review and report processes (please refer to page 5).

Human rights risk assessment scales

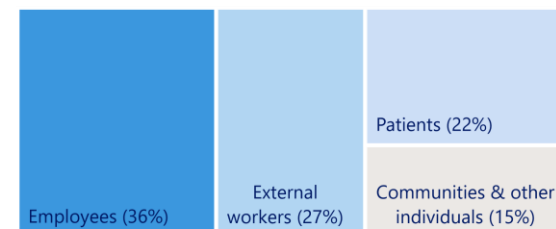
critical	Irremediable significant harms to people
major	Hard to remediate or systemic harms to people
moderate	Moderately remediable or medium-scale harms to people
minor	Easy to remediate or small-scale harms to people

Human rights risks reported and managed

As a result of the risk process we conduct every 6 months, a range of human rights risks is currently managed by business units throughout Novo Nordisk. The largest number of human rights risks is related to employees' rights, followed by external workers' rights (workers in our value chains), patients' rights and communities and other individuals' rights.

Examples of risks to employees' rights include non-discrimination and harassment, healthy and safe working conditions including mental well-being. Risks to external workers' rights include sub-standard working conditions in business relationships especially at a sub-contractor level. Risks to patients' rights include potential impacts on right to health, including potential impacts arising from logistical disruptions and other operational challenges. Risks to communities include potential human rights impacts which may arise from business relationships. Risks to other individuals' rights include impacts on human bio-sample donors' rights, especially right to free and informed consent.

Distribution of reported human rights risks by affected people



Liam Carstens has type 1 diabetes and lives in South Africa

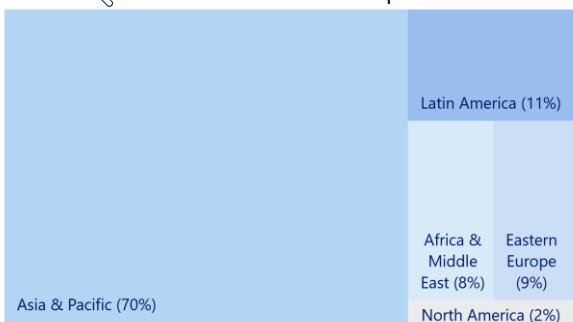
Geographical distribution of reported risks

Among the human rights risks currently managed, 70% are anchored in Operations globally, with the Asia and Pacific region having the largest number, followed by Latin America, Middle East and Africa, Eastern Europe and North America.

Distribution of reported human rights risks by Operations vs HQ



Risk distribution within Operations



Mitigation actions

Each business unit risk owner is responsible for putting in place and implementing mitigation actions, supported by business ethics risk and human rights experts. Most common mitigation actions taken include:

- strengthen governance and coordination
- reinforce written requirements and guidelines
- conduct training and workshops
- audits and investigations

For example, to address risks of harassment impacting employees' rights, a written framework and guidelines were developed, and training and awareness activities were conducted in a number of business units. Other examples include engagement and training of distributors and service providers to address human rights risks of external workers and other individuals.

Tracking

Mitigation actions and milestones are monitored and tracked by business unit risk owners, Ethics and Compliance managers in regions and business ethics risk and human rights experts. Effectiveness of actions in reducing the severity of the impact and likelihood is assessed and tracked, until the risk is finally closed when both the severity and likelihood are reduced to an acceptable level.

Responsible sourcing programme

Novo Nordisk's [Responsible Sourcing programme](#) aims to address responsible business conduct risks including human rights risks in our global supply chain. The programme is integrated into our procurement processes. Corporate Procurement is responsible for its day-to-day management and is supported by Responsible Sourcing audits and local Responsible Sourcing experts at Novo Nordisk's strategic production sites in mainland China, Brazil and Russia.

Its annual risk assessment is based on a risk model that builds on severity of potential human rights impacts among other factors. Responsible Sourcing contract clauses include human rights expectations based on [the UN Guiding Principles on Business and Human Rights](#). Self-assessment questionnaires and Responsible Sourcing audits among selected high-risk suppliers support human rights due diligence.

Third party due diligence process

At Novo Nordisk we have a risk-based business ethics due diligence process for third-party representatives, ranging from customers and distributors to other Novo Nordisk's business relationships. We assess the risk level of each third-party representative and conduct enhanced due diligence for high-risk third party representatives. In contractual agreements with all third party representatives, it is mandatory to include contractual clauses that set business ethics expectations including compliance with [the UN Guiding Principles on Business and Human Rights](#).

Salient Human Rights Issues

Based on the above-mentioned human rights due diligence processes scoping in all human rights and informed by insights gained through stakeholder engagement, we determine our salient human rights issues.

1

Patients' right to health:
Access and affordability



2

Patient safety



3

Human rights in
Research & Development



4

Right to privacy and data
protection



Salient Human Rights Issues

5

Safe & healthy working
conditions



6

Employees' rights



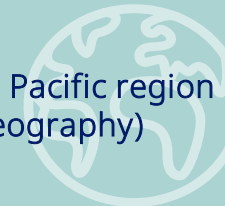
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Human rights in business
relationships



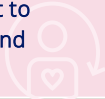





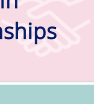

8

Asia and Pacific region
(Focal geography)



Salient human rights issues

Mitigation actions

1. Patients' right to health: Access and affordability 	<p>As a healthcare company, one of our most significant human rights impacts, both positive and potentially negative, lies in the right to health and related rights (such as right to non-discrimination), with potential impacts on millions of patients. As of January 2022 over 34 million people use our diabetes care products globally.</p>	<p>We are committed to respecting and supporting right to health. We have taken measures to manage our impacts, and we track effectiveness of our actions. Our ambition is to provide access to the medicines we have available to the greatest number of people living with diabetes, rare blood diseases and rare endocrine disorders, while addressing varying levels of affordability, e.g. offering a broad portfolio of products. Please refer to our Access and affordability programme here for further information.</p>
2. Patient safety 	<p>All medicines have potential side effects as well as benefits. Failures in quality and safety management could adversely impact on delivering high quality, safe and efficacious products to patients, with potential adverse impacts on the right to life, right to health, among other related rights. A growing problem of counterfeit medicines and medical devices pose a public health risk.</p>	<p>We are committed to patient safety. We have in place a global Quality Management System and pharmacovigilance system. For every product we establish safety committees that report any adverse events on a global level to health authorities and take appropriate action when required. Please see here for further information. We also take measures to combat the growing problem of counterfeit medicines and medical devices. Please see here for further information.</p>
3. Human rights in Research & Development 	<p>Our research and development activities are carried out mainly in Denmark, the US, the UK and China. During early research phases, use of human bio-samples involves risk to donors' rights. Clinical trials and clinical research activities have a direct impact on a number of human rights of trial participants and patients. In addition, we identify cell therapy and use of AI in research activities as potential severe human rights impacts where human rights due diligence is required.</p>	<p>Our bioethics policy sets our general guidelines. Bioethics Expert Groups keep track of emerging issues, re-evaluate risks and act upon findings. Our human bio-samples evaluation of partners has integrated human rights due diligence. Please see here. In sponsoring and supporting clinical trials we adhere to our global standard of ensuring rights and well-being of each participant, e.g. free and informed consent. Please see here for further information. We are also establishing Data & AI Ethics principles.</p>
4. Right to privacy and data protection 	<p>As a healthcare company, we handle large volumes of personal data, including information on participants in clinical trials, human bio-sample donors, patients and healthcare providers reporting safety concerns, and our employees. We store and transfer personal data in and across different jurisdictions on a global level.</p>	<p>Our Business Ethics Code of Conduct and Business Ethics Compliance programme are the basis for our global Personal Data protection compliance. Together, they set the minimum global standards for how we handle and protect personal data. Where there is a conflict between the national law and the internationally recognised human rights principle of privacy, we always seek to make a responsible decision about how to handle personal data. Please see here for further information.</p>
5. Safe and healthy working conditions 	<p>Novo Nordisk has potential impacts on the right to safe and healthy working conditions not only on our over 48,000 employees worldwide but also on a large number of external workers with whom we engage. Risks to right to safe and healthy working conditions include occupational accidents, work-related pain, negative impacts on mental well-being among other aspects.</p>	<p>We offer a healthy and engaging workplace, supported by a comprehensive Health & Safety programme. To this end, we have implemented our Health & Safety management system across our entire global organisation to ensure such conditions for all employees and contractors. We work with a zero-injury mindset and has a long-term commitment to continuous improvements. Please read here for further information.</p>
6. Employees' rights 	<p>Novo Nordisk employs more than 48,000 people in 80 countries. We recognise our potential and actual impacts on a range of human rights, including but not limited to labour rights, e.g. right to non-discrimination, freedom of association and collective bargaining, etc.</p>	<p>Novo Nordisk's Labour Code of Conduct set the minimum global standards for how we handle and ensure respect for rights at work primarily focused on labour rights of employees. This document also serves as a reference point for how we work with external contract workers' rights at work. Please see here for further information.</p>
7. Human rights in business relationships 	<p>Novo Nordisk's business relationships range from suppliers, vendors, customers and distributors to research organisations, manufacturing partners and patient organisations among others. Novo Nordisk has over 60,000 first-tier suppliers and over 30,000 first-tier customers globally. We recognise potential human rights impacts in our business relationships in our broad global value chain.</p>	<p>In 2022, we mapped Novo Nordisk's business relationships across our value chains (beyond supply chain), and we are currently working towards fully integrating human rights risks into our global Third party representative due diligence process. Our Responsible Sourcing programme is aimed at addressing supply chain human rights risks. For modern slavery due diligence, please refer to our Modern Slavery statements.</p>
8. Asia and Pacific region (Focal Geography) 	<p>In terms of focal geography, the Asia and the Pacific region is where we currently gain most experience in advancing human rights risk management. The Asia and Pacific region is where the size and impact of our operations and human rights risks are both significant. Currently 70 percent of our reported human rights risks is in the region. Human rights risk drivers in the region include conflict, systemic discrimination, economic crisis, etc.</p>	<p>Since 2020 we have conducted regional human rights risk workshops every six months to continuously develop internal human rights risk capabilities both at affiliate and region levels, along with other high-risk regions. In addition to internal training, our Ethics and Compliance managers in the region and Business Ethics Compliance Office engage with external stakeholders including business and human rights experts to continuously improve human rights risk understanding and mitigation actions.</p>

Remediation



Rebecca Commanda has type 2 diabetes and lives in Canada

Novo Nordisk requires all employees to report concerns of all potential and actual severe human rights impacts to the [Novo Nordisk Compliance Hotline](#), and encourage them to report all their human rights concerns anyway. This is part of our Corporate Human Rights Requirements, for which employees receive training and awareness activities.

The [Novo Nordisk Compliance Hotline](#) receives complains and concerns about human rights in more than 60 languages from third parties and any individuals

Customer complaints, side effects, misuse or abuse of products or falsified products should be reported to [Report a side effect \(novonordisk.com\)](#).

At Novo Nordisk we are committed to meeting the responsibility for remedy according to the UN Guiding Principles on Business and Human Rights (please refer to our [Human Rights Commitment](#)). If actual negative human rights impacts are caused or contributed by Novo Nordisk's activities or decisions, we will ensure remedy for affected people. This is also part of the Novo Nordisk Corporate Human Rights Requirements applicable to all business units.

Engagement and Collaboration

We engage with peers and experts to seek continuous improvements in our human rights implementation approach. We also engage in collective actions to increase leverage towards addressing human rights impacts. We have regular engagement with the following collaborative efforts.

- [Novo Nordisk Sustainability Advisory Council](#), including a Business & Human Rights expert
- [The Global Business Initiative on Human Rights \(GBI\)](#)
- [The Nordic Business Network for Human Rights \(NBNHR\)](#)
- [The UN Global Compact](#)
- [The Pharmaceutical Supply Chain Initiative \(PSCI\)](#)
- [The Danish Ethical Trading Initiative \(DIEH\)](#)

We learn from stakeholders as we make progress. At Novo Nordisk we are committed to continuously improving our implementation of respect for human rights.