

SUSTAINABILITY ESSENTIALS 2024

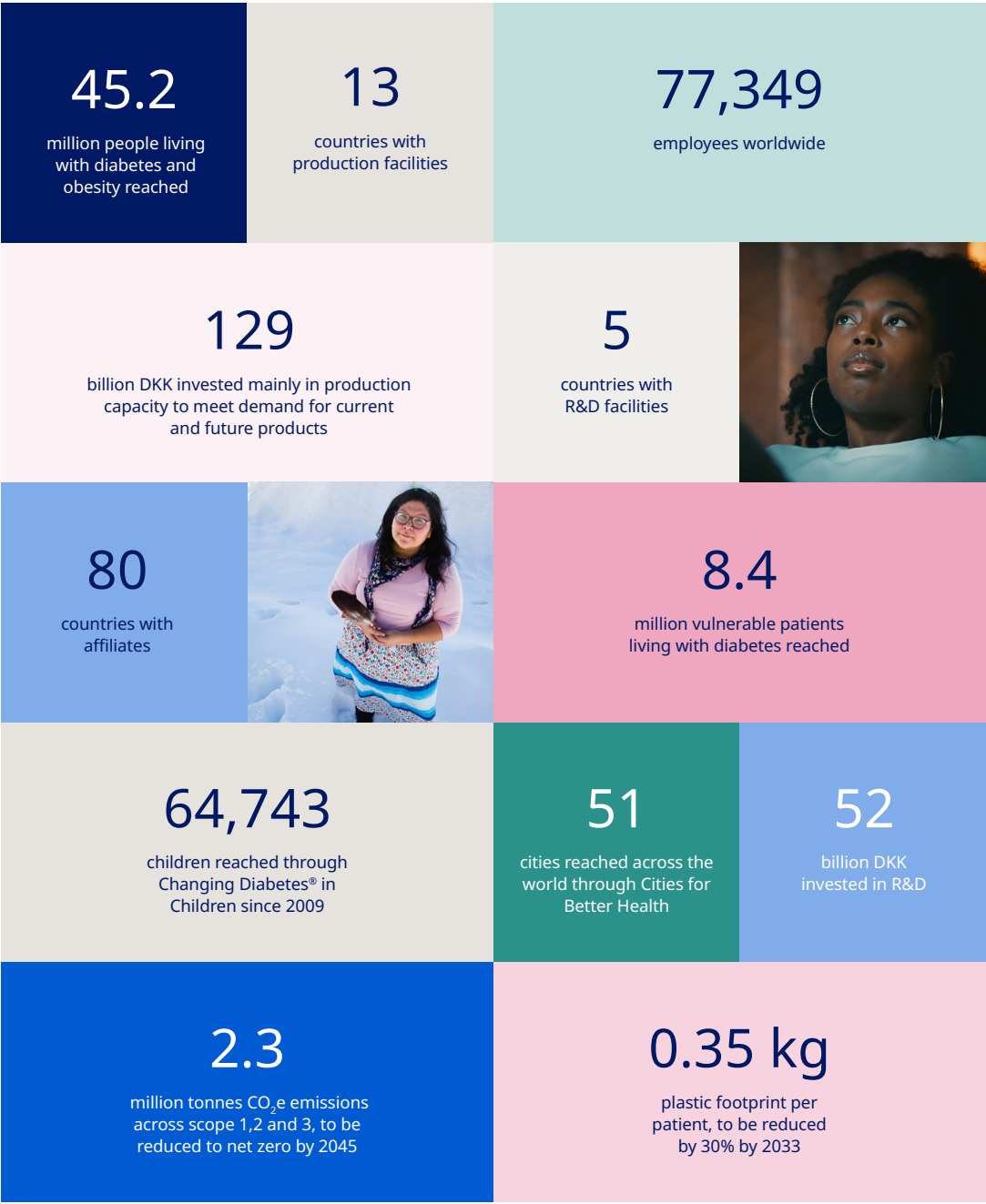
Aida Diop lives with type 2 diabetes. Together with her close friend Buosso, Aida committed to helping other people living with diabetes. Before Buosso passed away, Aida promised her friend that she would continue educating and motivating others by sharing their experiences. To this day, Aida remains a community leader in Senegal, empowering others living with diabetes.

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Driving change to defeat serious chronic diseases

Novo Nordisk at a glance



Introduction

Novo Nordisk's purpose is driving change to defeat serious chronic diseases, and we strive to create lasting value for society and our business in a financially, environmentally and socially responsible way. The year 2024 marks an important milestone for Novo Nordisk's long-standing commitment to integrated reporting. This year, we disclose our first Sustainability statement in accordance with the EU Corporate Sustainability Reporting Directive (CSRD) requirements, thus increasing the level of transparency across material sustainability matters identified in our double materiality assessment.

The purpose of this brief publication is to highlight our ambitions, performance, and key actions to address the essential sustainability topics for Novo Nordisk: patient protection and quality of life, climate change, resource use and circular economy, and own workforce. These four topics are closely aligned with our strategic sustainability aspirations of progress towards zero environmental impact, sustainable supply chain, being respected for adding value to society, and being recognised as a sustainable employer. Our strategic aspirations are also incorporated into our incentive programmes, highlighting our dedication to driving sustainable growth and creating long-term value for all stakeholders.

In 2024, we reached more than 45.2 million people with our medicines – an increase of 3.6 million compared to 2023. As our business grows, so does our social responsibility to support vulnerable populations, and this year we were able to reach 8.4 million vulnerable people living with diabetes – a slight decrease compared to 2023. With the aim of addressing growing health inequities, we remain committed to our access and affordability initiatives, including programmes such as Changing Diabetes® in Children, which has reached more than 64,000 young people since its inception in 2009. Meanwhile, the 2024 expansion of our pioneering urban health initiative, Cities for Better Health, showcases our long-standing commitment to prevention efforts.

As we expand our capacity to meet the needs of more patients, our environmental impact also increases. In 2024, we stepped up our efforts to meet this challenge by introducing new targets to reduce our scope 3 emissions by 33% and our plastic footprint per patient by 30% by 2033. In addition, we introduced a new nature roadmap to further expand our environmental accountability.

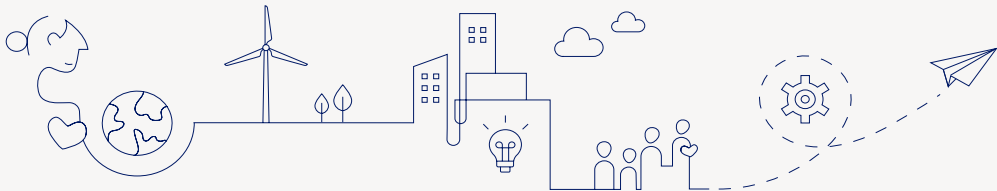
See the [Sustainability statement in our Annual report 2024](#) for all relevant sustainability information in compliance with CSRD, including all material topics, targets, metrics and associated accounting policies.

Essential sustainability topics ¹	Unit	2024	2023	2022
🧑‍🤝‍🧑 Patient protection and quality of life				
Patients reached with Diabetes and Obesity care products	Number in millions	45.2	41.6	36.9
Vulnerable patients reached with Diabetes care products	Number in millions	8.4	8.8	-
Children reached through the Changing Diabetes® in Children programme (cumulative)	Number	64,743	52,249	41,033
🌱 Climate Change				
Scope 1 GHG emissions	1,000 tonnes CO ₂ e	85	78	76
Scope 2 GHG emissions (market-based)	1,000 tonnes CO ₂ e	16	15	16
Scope 3 GHG emissions	1,000 tonnes CO ₂ e	2,160	1,743	-
♻️ Resource use and circular economy				
Plastic footprint from our products (absolute)	Tonnes	15,654	-	-
Plastic footprint from our products per patient	kg/patient	0.35	-	-
👥 Own workforce				
Employees (headcount)	Number	77,349	64,319	55,185
Gender in senior leadership positions	% men:women	58:42	59:41	61:39
Rate of recordable work-related accidents for own workforce	Accidents per million hours worked	1.2	1.3	1.3
Employees reporting symptoms of stress	%	13.8	13.8	13.8
Employees reporting symptoms of work-related physical pain	%	6.8	7.1	7.8

1. For more information, including accounting policies, please see our full [Sustainability statement 2024](#).

Our sustainability ambitions and targets

Novo Nordisk's essential topics identified through our double materiality assessment reflect our sustainability goals for patients, society, the environment, and our employees.

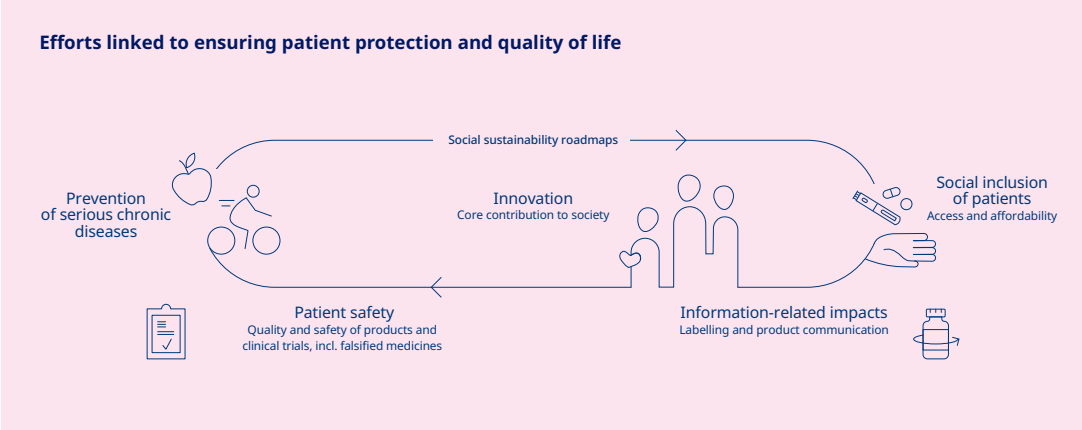


	Sustainability topic	Ambitions and targets	
Health equity	Patient protection and quality of life	Reach more vulnerable patients with treatments	<ul style="list-style-type: none"> • Reach 100,000 children and adolescents via Changing Diabetes® in Children by 2030 • Scale access and affordability programmes, including iCARE
		Reach more children with effective prevention solutions	<ul style="list-style-type: none"> • Prevent childhood obesity and improve urban health for vulnerable communities, including scaling Cities for Better Health and UNICEF partnership
Environmental impact	Climate change	Reduce CO₂e emissions across the value chain	<ul style="list-style-type: none"> • Net zero emissions by 2045 • -33% scope 3 emissions by 2033 from 2024 baseline • Zero scope 1 and 2 emissions by 2030
	Resource use and circular economy	Reduce the plastic footprint from our products	<ul style="list-style-type: none"> • -30% plastic footprint per patient by 2033 compared to 2024
People	Own workforce	Advance an inclusive culture where diversity is valued and belonging is cultivated	<ul style="list-style-type: none"> • Minimum 45% women and 45% men in leadership and senior leadership positions by 2025
		Continuously improve the health, safety and wellbeing for our people	<ul style="list-style-type: none"> • -10% recordable work-related accidents for own workforce from previous year • -10% employees reporting symptoms of stress from previous year • -5% employees reporting symptoms of physical pain from previous year

The essential topics are aligned with CSRD material topics: E1: Climate change, E5: Resource use and circular economy, S4: Patient protection and quality of life, S1: Own workforce

Essential topic #1: Patient protection and quality of life¹

Prevention, access, and affordability



Novo Nordisk's life-saving medicines help improve the quality of life for people living with serious chronic diseases around the world. We are committed to ensuring access and affordability of our products to help address global health inequities, while adhering to high quality standards to ensuring product and clinical trial safety.

In 2024, we reached 45.2 million people with Diabetes and Obesity care treatment, a 9% increase from 2023. As we continue to reach more patients, our social responsibility to improve access and affordability for vulnerable populations also grows. Health inequity is a global challenge, with overburdened healthcare systems facing growing pressure to deliver quality care while managing costs, disproportionately affecting people in resource-poor settings. To help drive positive impacts for

our patients, Novo Nordisk has a commitment to help improve patient access and affordability. As outlined in the table on page 8, we take several actions to overcome barriers to effective care for vulnerable patients, including collaborating with external partners to improve access and affordability, enhancing supply chains and improve healthcare capacity.

Vulnerable people living with diabetes reached
Million

2023	8.8
2024	8.4

Ambitions and targets

100,000

children and adolescents reached via Changing Diabetes® in Children by 2030

Scale access

and affordability programmes, including iCARE

Prevent childhood obesity

and improve urban health for vulnerable communities, including scaling Cities for Better Health and UNICEF partnership

1. Read more in section 3.1 'Patient protection and quality of life' of our [Sustainability statement 2024](#)

“In 2024, we broadened the scope of our prevention partnerships with the relaunch of Cities for Better Health and our new Childhood Obesity Prevention Initiative (COPI)”

In 2024, the number of vulnerable patients reached with our Diabetes products was 8.4 million, a slight decrease of 5% compared to 2023 due to reduced reach with human insulin tender sales. Through our Changing Diabetes® in Children programme, we have reached 64,743 children since its start in 2009, which is in line with our target of reaching 100,000 children by 2030.

To implement our social responsibility within primary prevention, we take a multi-level approach through partnerships, working in urban environments to address issues such as nutrition, education and physical activity.

In 2024, we broadened the scope of our prevention partnerships with the relaunch of Cities for Better Health and our new Childhood Obesity Prevention Initiative (COPI), focusing on promoting physical activity and healthy eating in six cities across Brazil, Canada, France, Japan, South Africa, and Spain. Each city will measure impact through cross-sectional studies which will provide concrete insights into how urban environments can be transformed to better support children's health. COPI complements our existing work with UNICEF to prevent the escalating problem of childhood obesity.

Key actions to address prevention

Key actions	Description	Scope
Partnership with UNICEF	<ul style="list-style-type: none">Partnership with UNICEF to prevent childhood overweight and obesity by building healthy environments that enable and empower children to eat well and be active, including strengthening nutrition education in schools and promoting use of food labelling.Progress is reported annually by UNICEF in a publicly available report.	Primary focus is on Brazil, Colombia, Mexico, and Indonesia
Cities for Better Health	<ul style="list-style-type: none">Global network of prevention partnerships at city level, addressing three core challenges to drive better health in cities: healthy food, physical activity and sustainable financing models to ensure ongoing funding.In 2024, the new Childhood Obesity Prevention Initiative was launched in six cities across Brazil, Canada, France, Japan, South Africa and Spain to accelerate the prevention of childhood obesity in disadvantaged urban communities.	51 cities across the world
Transformational Prevention Unit (TPU)	<ul style="list-style-type: none">Develop scientific and scalable commercial solutions that predict and pre-empt obesity and its consequences for those at greatest risk. Established in 2023, the TPU is committed to building multi-sector partnerships with the ambition to support overall prevention efforts with substantial societal value, including socially disadvantaged groups.	Individuals globally with higher risk of obesity

Children eating a healthy snack in Campinas, Brazil, one of the launch cities of the Childhood Obesity Prevention Initiative (COPI)



Key actions to address access and affordability

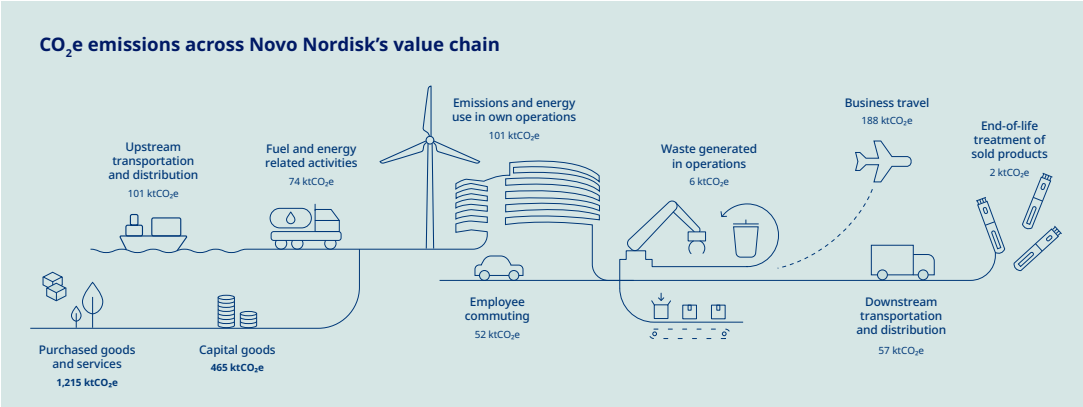
Key actions	Description	Scope
<i>Ringfenced volumes Wegovy®</i>	<ul style="list-style-type: none"> A proportion of Wegovy® volumes in each launch market is ringfenced for access pathways such as public reimbursement, public institution purchase or other patient access and support programmes to improve health equity and provide affordable care. In 2024, seven countries have agreements in place for access pathways. 	People with high medical need and low socioeconomic status
<i>Access to Insulin Commitmen</i>	<ul style="list-style-type: none"> A ceiling price of 3 US dollars per vial in low- and middle-income countries around the world and 2 US dollars per vial for organisations providing relief in humanitarian settings. 	77 low- and middle-income countries
<i>Changing Diabetes® in Children</i>	<ul style="list-style-type: none"> Public-private partnership founded in 2009 to provide diabetes care to children and youth with type 1 diabetes living in low and middle-income countries. This includes free life-saving medicine, blood glucose monitoring equipment and medical supplies for young people under the age of 25. Beyond the number of children reached, patient education and healthcare capacity-building was supported across more than 500 clinics in 2024. 	30 countries across Africa, Middle East, Asia and South America
<i>iCARE business model</i>	<ul style="list-style-type: none"> Improving access to diabetes care to vulnerable populations. Implementation is integrated in affiliates' business strategies and targets through four main building blocks of health equity focused diabetes management: capacity, affordability, reach, and empowerment. In 2024, we served 433 thousand people with diabetes with insulin and trained 3,778 healthcare professionals through capacity building programmes through partnerships. 	49 countries in Sub-Saharan Africa, and Indonesia
<i>Human Thermal Solution (HITS)</i>	<ul style="list-style-type: none"> New flexible storage options for two Novo Nordisk human insulin products: Actrapid® and Insulatard®, making Novo Nordisk the first insulin manufacturer to introduce flexible storage options for people with diabetes in settings where refrigeration is a challenge. In 2024, 38 countries have received approvals of label update. 	All countries where Actrapid® and Insulatard® are launched
<i>Access Innovation Incubator</i>	<ul style="list-style-type: none"> Identification of new and innovative solutions to support people with diabetes. Solutions include a global partnership with MedtronicLABS to scale a digital patient pathway for diabetes management in three African countries. Our Senselet partnership in Ethiopia strengthens supply chain capacity through higher education and on-the-job training. To date, the MedtronicLABS partnership has supported the enrolment of approximately 22,380 patients across 27 reference centres in three African countries. To date, Senselet has supported more than 1,000 front-line workers and 900 academics to receive training in healthcare supply chain management. 	Ghana, Kenya, Rwanda, Ethiopia
<i>Affordability programmes in the US</i>	<ul style="list-style-type: none"> Ensure affordable access to Novo Nordisk products to address challenges within the complex US healthcare system. In 2024, 80% of US patients with insurance coverage for Ozempic® or Wegovy® paid USD 25 or less for each prescription, and almost 90% of US patients paid USD 50 or less. Increase product access among low-income population and/or individuals with disabilities through Medicaid. In 2024, share accounts for 10% of Novo Nordisk's US Wegovy® sales. Continue to offer programmes to maintain insulin affordability, including MyInsulinRx™ programme, unbranded biologic and human insulin treatment options. Support vulnerable patient populations with free products across Diabetes and Rare Disease portfolios through Novo Nordisk's patient assistance programmes. 	United States



Bilguissa Balde was one of the first people supported by Changing Diabetes® in Children. Today, she guides and inspires younger children also living with type 1 diabetes in Guinea.

Essential topic #2: Climate change¹

CO₂e emissions across the value chain



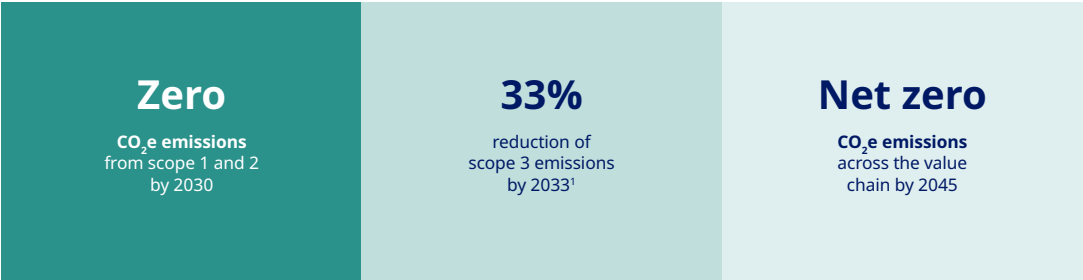
As a global company with sourcing, manufacturing, and distribution to reach patients across the world, Novo Nordisk has impacts on climate change and the environment. Due to our rapid growth, in 2024 scope 1 and 2 emissions increased by 9% and scope 3 emissions by 24%. The majority (96%) of our CO₂e emissions originate in our upstream and downstream value chain, from sourcing and services to distributing our products (scope 3). CO₂e emissions from our own operations (scopes 1 and 2) have a relatively lower impact (4%).

We have made progress in reducing our environmental impact since the launch of our Circular for Zero strategy in 2019, including converting to renewable electricity in our own operations and among suppliers, and curbing the climate impact from transportation. In 2024, we updated our scope 3 decarbonisation roadmap, expanding the scope of our target from operations and transportation to cover our operations and value chain globally.

Our new target sets us on a path to reducing our absolute scope 3 CO₂e emissions by 33% by 2033, in alignment with the SBTi's well below 2.0°C pathway. In addition, we have targets of zero CO₂e emissions from scopes 1 and 2 by 2030 and net zero emissions across scopes 1, 2 and 3 by 2045 in alignment with SBTi's Corporate Net-Zero Standard.

Our decarbonisation roadmap is aligned with Novo Nordisk's overall business strategy, taking into account our projected growth, which increases the challenges of decarbonising and thus underscores the importance of decoupling our ability to serve more patients from our climate impact. Our emission reduction efforts in our own operations are focused on switching to renewable energy sources and increased energy efficiency. Within our supply chain, key levers include converting to lower carbon materials, requiring that our tier 1 suppliers convert to renewable energy, and lowering the emissions from our distribution, as detailed in the table on the next page.

Ambitions and targets

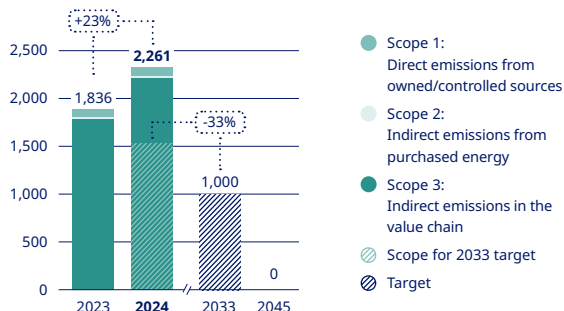


1. Read more in section 2.1 'Climate Change' of our [sustainability statement 2024](#)
2. Our scope 3 target covers nearly 70% of our scope 3 emissions, in accordance with the SBTi's provision of postponing up to one third of base year GHG emissions associated with the highest estimation uncertainty and lowest abatement potential.

Key actions to address climate change

Key actions	Description	Scope
<i>Energy efficiency and optimisation</i>	<ul style="list-style-type: none"> Sites and processes are optimised through our energy savings programme, rethinking the design of our site infrastructure to ensure a resource-efficient energy supply. For example, we are constructing a district cooling ring at site Kalundborg, Denmark, to be completed in 2026, with expected energy savings of over 20,000 MWh per year. In 2024, energy savings initiatives across sites resulted in total energy reductions of 13,740 MWh. 	Own operations globally
<i>Switching to renewable electricity</i>	<ul style="list-style-type: none"> 100% renewable electricity for Novo Nordisk's own production sites and affiliates, continuously striving for best practice solutions. In 2024, we maintained 100% of Novo Nordisk's electricity consumption procured from renewable energy sources at all production sites and continued the transition towards renewable electricity at our affiliates, reaching 99% coverage. 	Own operations globally
<i>Converting energy sources for heat and steam</i>	<ul style="list-style-type: none"> To reach zero CO₂e emissions from production, we are converting steam and heat in our production processes towards renewable energy sources by electrifying processes and covering natural gas consumption by biogas certificates. In 2024, energy consumption from renewable resources accounted for 54% of total energy consumption (excluding steam and heat derived from biomass) 	Own operations globally
<i>Remaining scope 1 and 2 emissions reductions</i>	<ul style="list-style-type: none"> Main reductions from remaining scope 1 and 2 CO₂e emissions will come from lowering emissions from refrigerants, back-up systems and transitioning fossil-based vehicles in own operations to battery electric or plug-in hybrid vehicles. 	Own operations globally
<i>Reducing supply chain emissions</i>	<ul style="list-style-type: none"> Converting to lower carbon raw materials and feedstocks for our device and drug manufacturing, as well as lower carbon construction materials. Process optimisations to lower material use. Renewable energy for tier 1 suppliers. To date, more than 1,800 suppliers have committed to transitioning to renewable electricity. 	Supply chain globally
<i>Reducing emissions from air, sea and road freight</i>	<ul style="list-style-type: none"> By air, through converting additional upstream air freight to sea freight, while securing Sustainable Aviation Fuel (SAF) via long-term off-take agreements. By sea, through securing Sustainable Marine Fuel (SMF) in upstream distribution. By road, through low-carbon road freight solutions upstream and downstream. 	Upstream and downstream distribution globally
<i>Remaining decarbonisation levers</i>	<ul style="list-style-type: none"> To address remaining emissions we will evaluate identified decarbonisation levers and investigate additional solutions to reach our target by 2033. 	Supply chain globally

Scope 1, 2 and 3 emissions¹
CO₂e emissions (1,000 tonnes)

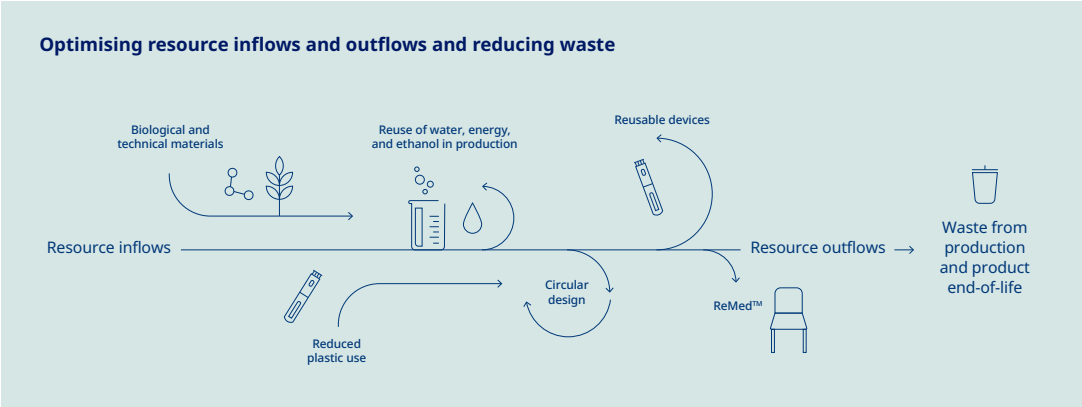


Our production site in Kalundborg, Denmark, where we are establishing a district cooling ring with expected energy savings exceeding 20,000 MWh per year upon completion in 2026



Essential topic #3: Resource use and circular economy¹

Plastic footprint from Novo Nordisk products



When manufacturing our products, we use materials and rely on natural resources, while also generating waste through our production processes or during our products' end-of-life cycle; all of which contribute to negative environmental impacts. Plastic components and plastic raw materials are among the materials we source the most of for our products. The impact of sourcing plastic and other raw materials has increased in recent years due to our high growth rate, a trend we are working to address through our Circular for Zero strategy.

At the core of our Circular for Zero strategy is our commitment to decoupling resource use and waste from our ability to serve patients. The urgency of innovation in this regard is heightened by the stringent regulatory standards for the pharmaceutical industry, for example restriction of the use of recycled materials in our medicines

and devices. Similarly, while many materials in our products are theoretically recyclable individually, the lack of established recycling infrastructure for pharmaceutical products makes this difficult to be achieved in practice. To support our efforts to lower the plastic footprint from our products, we set a new target in 2024 to reduce our plastic footprint per patient by 30% by 2033, to be reached through conversion to reusable devices, circular product design, and innovating treatment methods. These and other key actions to address our plastic footprint are detailed in the table on the next page.

Additionally, we have developed a new nature roadmap in 2024, which will address our impacts on nature and biodiversity while also supporting other environmental priorities in our supply chain and production.

Ambitions and targets

30%

reduction of plastic footprint per patient by 2033, compared to 2024²

+ additional ambitions to address environmental impact

In 2024, Novo Nordisk launched a new nature roadmap with an aspiration to

- halt the loss of nature in our value chain by 2033 and
- become nature positive by 2045

See more in section 2.5 [Biodiversity and ecosystems](#) in page 67 of our [Sustainability statement 2024](#).

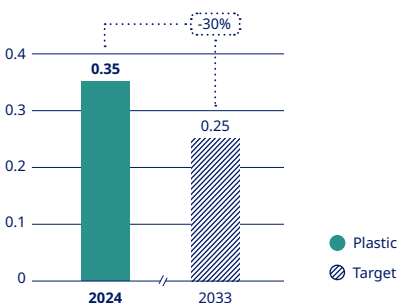
1. Read more in section 2.2 'Resource use and circular economy' of our [Sustainability statement 2024](#)
2. For diabetes and obesity products

Key actions to address our plastic footprint

Key actions	Description	Scope
<i>Lower-carbon plastics</i>	<ul style="list-style-type: none"> Industrial partnership, launched in 2024, to buy e-methanol to produce a lower-carbon alternative to one of Novo Nordisk's top two plastic types. Production is expected to start in 2025 and continue on an ongoing basis, pending completion of plant construction. 	Global, injection devices
<i>ReMed™: recycling of used pens</i>	<ul style="list-style-type: none"> Take-back scheme to recycle injection pens launched in 2020 in Denmark, and subsequently in six other markets. These seven markets represent approximately 20% of injection pens currently supplied in the market. An industry-wide scheme was launched in Denmark in 2023 with three other pharmaceutical companies as part of our ongoing efforts to address the lack of recycling infrastructures in our industry. Collected pens are recycled by an external recycling partner. Launched in Italy, Japan and Germany in 2024. Return rate of 32% achieved for all injection devices in Danish industry scheme in 2024. Recycling rate for returned pens increased from 50% in early 2024 to 70% by end of 2024. 	Denmark, Brazil, France, Italy, UK, Japan, Germany
<i>Converting to reusable devices</i>	<ul style="list-style-type: none"> Converting from single and multi-use devices to reusable devices, to lower the lifetime environmental impact per product, including developing a cost-efficient reusable pen with a competitive environmental profile across our injection pen portfolio as part of our recurring efforts to increase circularity and reduce our plastic footprint per patient. Future plans include delivering the majority of daily insulins in reusable devices. 	Global
<i>Circular design guidelines</i>	<ul style="list-style-type: none"> Guidelines tailored to our devices and packaging and applied to every design process, which consider 1) design for expected lifetime; 2) design for sustainable materials; 3) no unnecessary waste in production; and 4) recyclability after use. 	Global
<i>Innovating treatment methods</i>	<ul style="list-style-type: none"> Optimising our material use through Awiqli®, the world's first once-weekly basal insulin, as part of our efforts to reduce our plastic footprint towards 2033. Going from daily to weekly injection reduces the plastic footprint of the treatment by approximately two thirds (compared to once-daily treatment). 	Launched in Canada, Germany, and China

Plastic footprint

Plastic footprint per patient, kg/patient/year



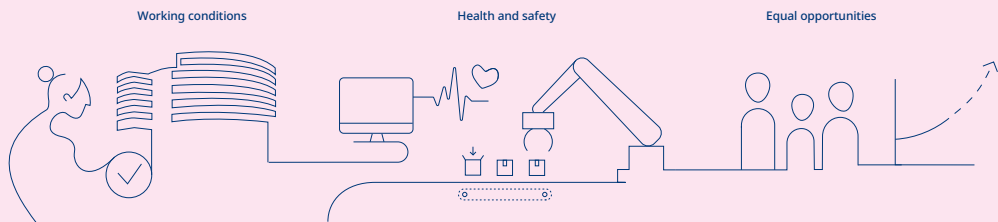
Waste management at our production site in Hillerød, Denmark



Essential topic #4: Own workforce¹

Employee well-being, diversity and inclusion

Effort linked to ensuring a good workplace



As a pharmaceutical company, we depend on talented people and innovative ideas. Our workforce spans from employees working at our production sites and in laboratories to sales representatives and administrative employees. In light of our current expansion, our workforce has grown by 13,000 people to help meet the surge in demand of our medicines and we are now a total of 77,349 employees. To continue ensuring a good workplace for all employees, we also implemented a sustainable growth strategy during 2024, moderating the pace of recruitments in order to ensure a good workplace for all employees. The deliberate slowdown in recruitment does not affect our commitment as an innovation company to ensure that we can attract the right skills, experience and qualifications across our global operations.

Novo Nordisk upholds good working conditions globally for all employees offering benefits and flexibility to promote employee wellbeing. Novo Nordisk has been voted a top workplace across several countries and regions as part of the Best Places to work programme, highlighting our positive impact when it comes to offering an attractive, global workplace.

We also operate to the highest health and safety standards, which includes ensuring that employees feel physically and mentally safe regardless of whether they work in a physically demanding or sedentary working environment. To improve safety, physical and mental well-being of our workforce, we monitor short-term targets to reduce the number of accidents, as well as number of employees experiencing physical pain and symptoms of stress. In 2024, our year-on-year reduction targets were not met, due to different factors including the scaling of our organisation. A number of actions have been initiated in 2024 as we remain committed to protecting the health, safety and well-being of our workforce.

We also continuously strengthen our efforts in diversity, equity, and inclusion to ensure that every employee can contribute, feel a sense of belonging and has equitable career opportunities. In 2024, we reached 42% female representation in senior leadership positions, and we are aiming for a minimum of 45% women and 45% men in senior leadership positions by the end of 2025. Furthermore, by offering comprehensive training and development opportunities for all, we support our employees to keep learning and growing.

Ambitions and targets

<p>Minimum 45%</p> <p>women and 45% men in senior leadership positions by 2025</p>	<p>-10%</p> <p>recordable work-related accidents for own workforce from previous year</p>	<p>-10%</p> <p>employees reporting symptoms of stress from previous year</p>	<p>-5%</p> <p>employees reporting symptoms of physical pain from previous year</p>
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¹. Read more in section 3.2 'Own workforce' of our [Sustainability statement 2024](#)

Key actions to address employee wellbeing, diversity and inclusion

Key actions	Description	Scope of action
<i>Local health and safety action plans</i>	<ul style="list-style-type: none"> Each business area has committed to a local health and safety plan addressing all strategic focus areas and relevant risks associated. Safety: Performance against health and safety metrics include 173 recordable work-related accidents. Several actions were taken to ensure that safety is systematically addressed. Mental wellbeing: 13.8% of employees reported symptoms of stress. Areas with a high level of stress symptoms have been offered support from an organisational psychologist, focusing on organisational aspects, psycho-social factors and leadership. Physical wellbeing: 6.8% reported symptoms of work-related physical pain. Targeted efforts in areas with a high level of work-related pain has been piloted supporting local business areas to address root causes systematically. Further, competency building on work-related pain at global production sites have been conducted. 	Global operations
<i>Mitigate bias through equal pay reviews</i>	<ul style="list-style-type: none"> Ensure that individuals with similar roles and responsibilities are compensated equitably, regardless of background, gender, or ethnicity. The equal pay review considers various parameters to identify gaps using employee's job level, job family, tenure, country and are conducted on a quarterly basis with corrective actions for confirmed equal pay risk cases. In 2024, out of the around 62 thousand positions covered in the pay review, we identified 0.13% – compared to 0.6% in 2023 – with an equal pay gap and we are taking corrective actions. 	Global operations, excluding US and Canada following own processes
<i>Balanced gender representation</i>	<ul style="list-style-type: none"> Striving for balanced gender representation across managerial levels, through for example ensuring a diverse slate of candidates, diverse recruitment panel and pipeline of diverse talents. 	Global operations
<i>Inclusive workplace through flexible working policies</i>	<ul style="list-style-type: none"> Improved minimum global standards for paid maternity leave and paid parental leave for non-birthing parents, extended from 8 to 14 weeks for all non-birthing parents globally. Introduced paid leave for employees to handle serious health conditions of their dependents, with a global minimum standard of 2 weeks of paid leave annually for employees who need time to handle a serious health condition of dependents. 	Global operations
<i>Roll-out of training offerings</i>	<ul style="list-style-type: none"> Employee training based on target group, qualifications and job requirements to inspire positive leadership habits and empower potential at all levels. Training offerings cover both compliance related training but also development options through global talent and development programmes, virtual and face-to-face skill courses, and online learning. Approximately 4,000 out of nearly 9,000 leaders engaged in our development programmes, and about 2,000 employees completed global strategic capability development programmes. In 2024, new compliance-related training was established regarding product quality, safety and efficacy, impacting around 6,000 managers. 	Global operations

Novo Nordisk employees Jayashri Seshadri and Merlin Till Witte in our laboratories in Måløv, Denmark. Jayashri and Merlin are part of a transformational research unit working to improve the lives of people living with serious chronic diseases through innovative stem cell-based therapies.



