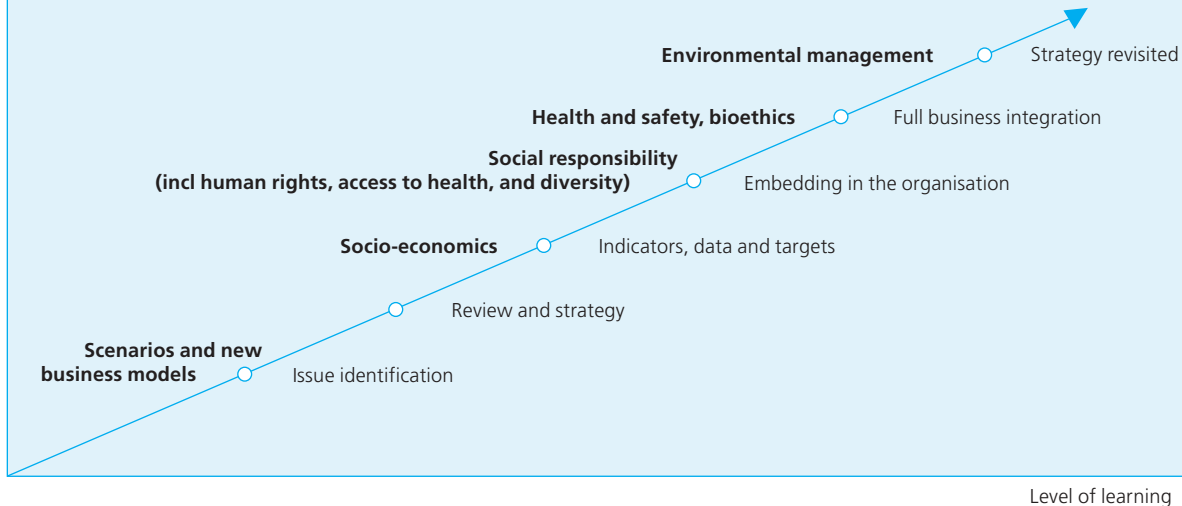


The Novo Nordisk learning curve

Level of integration ↑



Level of learning →

The Novo Nordisk learning curve reflects how issues related to sustainable development are being integrated in our business. Stakeholder engagement is key to identifying the relevant issues and helps shape our way of dealing with them. For each issue, indicators are identified to track performance, once our response has been defined. Scenarios and new business models were introduced in 2003. At the other end of the continuum, we have revisited our environmental strategy, while social responsibility – particularly our responses to access to health and diversity in the workplace – and socio-economics have matured.