

Indicators of Triple Bottom Line performance

Strategic areas	Indicators
Living our values	
 <p>Two indicators show how we live up to the company's values, as perceived by employees. This is measured as part of the annual climate survey, eVoice. The questions are developed through a process of internal consultation. Questions on issues that need special attention are mandatory. See the article on page 36. One indicator shows follow-up on the facilitation process and is described on pages 10–11.</p>	<p>Average of respondents' answers as to whether social and environmental issues are important for the future of the company.</p> <p>Average of respondents' answers as to whether management demonstrates in words and action that they live up to our Values.</p> <p>% of fulfilment of action points planned arising from facilitations of the Novo Nordisk Way of Management and Values.</p>
Access to health	
 <p>Global access to health is a key issue for pharmaceutical companies. Two indicators measure progress on the best possible pricing scheme in Least Developed Countries (LDCs). See the articles on pages 20–29.</p>	<p>Number of LDCs where Novo Nordisk operates.</p> <p>Number of LDCs which have chosen to buy insulin under the best possible pricing scheme.</p>
Our employees	
 <p>Four indicators measure standards of health and safety in the workplace, employee development and equal opportunities. See the articles on pages 36–39.</p>	<p>Frequency of occupational injuries.</p> <p>Employee turnover rate.</p> <p>Average of respondents' answers as to whether their work gives them an opportunity to use and develop their competences/skills.</p> <p>Average of respondents' answers as to whether people from diverse backgrounds have equal opportunities (eg in terms of hiring, promotion and training) at Novo Nordisk, regardless of gender, race, ways of thinking etc.</p>
Our use of animals	
 <p>Two indicators track efforts to reduce the number of experimental animals and improve their welfare. In this area we have worked closely with the Danish Animal Welfare Society. See the article on pages 54–55.</p>	<p>% of animal test types removed from external and internal specification.</p> <p>Housing conditions for experimental animals, considering the needs of the animals.</p>
Eco-efficiency and compliance	
 <p>Two environmental indicators, eco-productivity indices (EPIs), are based on eco-efficiency thinking and reflect internationally adopted views. Full compliance with local laws and regulations is a company policy and is the third indicator. The fourth is certification of our production facilities to ISO 14001, which is instrumental to that end. See the articles on pages 44–51.</p>	<p>Annual improvement in water efficiency.</p> <p>Annual improvement in energy efficiency.</p> <p>Compliance.</p> <p>ISO 14001 implementation.</p>
Economic contribution	
 <p>Five financial measures for reporting to shareholders and the financial markets serve as indicators for economic contribution. They indicate elements of our contribution to society and other stakeholder groups who benefit economically from our activities. Our 'economic footprint' is presented on pages 14–15.</p>	<p>Operating profit margin.</p> <p>Growth in operating profit.</p> <p>Total taxes as % of turnover (corporation tax in profit and loss/net turnover).</p> <p>Return on invested capital (ROIC).</p> <p>Cash to earnings (three-year average).</p>

Impacts	2003	2002	2001	Targets 2004–2007	Comments
Integration of sustainable development in all decisions ¹⁾ .	4.0	4.1	4.3	≥ 3.5	Employees' responses are satisfactory. This is put into perspective by the extremely high follow-up rate to action points after facilitation.
Integration of corporate values in all decisions ¹⁾ .	3.5	3.5	3.6	≥ 3.5	
Corrective actions on values following facilitations.	99%	95%	90%	80%	
Access to essential medicines.	30	30	N/A	Best possible pricing scheme in all LDCs.	Closer follow-up on local offices' sales to LDC countries and realised purchase prices will be in place as of 2004.
Affordability of essential medicines.	16	19	N/A	Best possible pricing scheme in all LDCs.	
Increased quality of life for employees, improved work flow and productivity, and less absence due to illness.	5.4	8.9	8.2	Continuous decrease.	The significant decrease in the number of occupational injuries is due to a focus on prevention. Employee turnover rate is at a satisfactory level. Employees' perceptions of development opportunities and of equal opportunities are satisfactory. Both areas continue to be key priorities in 2004.
Influx and outflux of knowledge.	7.1	6.4	7.7	Reduction of turnover.	
Increased competence level for employees and increased competence capital in the company ¹⁾ .	3.7	3.7	3.8	≥ 3.5	
Increased diversity in the workplace ¹⁾ .	3.7	3.8	3.9	≥ 3.5	
Reduction and replacement of experimental animals.	73%	64%	18%	Total removal of animal test types for biological product control by 2004.	Remaining test types expected to be removed in 2004. A new state-of-the-art facility for rodents and a new rabbit facility constructed in 2003.
Improved welfare of experimental animals.	New facilities in use	New housing standards	Housing prototypes	Full implementation of new Novo Nordisk standards for optimal housing.	
Water use efficiency.	10%	16%	2%	5%	Water and energy use efficiency are both well above target. Breaches of regulatory limit values is due to continuous measurements and a focus on wastewater management. No significant impact on the environment recorded. Target for ISO 14001 implementation met.
Energy use efficiency.	24%	15%	14%	4%	
Compliance with regulatory requirements.	105	302)	68	Zero breaches.	
Accidental releases.	20	123)	5	Zero accidental releases.	
Pollution prevention through decreased use of raw materials, water and energy and decreased environmental impact per produced unit ⁴⁾ .	6 facilities	6 facilities	System described	ISO 14001 certification of all production facilities worldwide by 2003. Another two to be certified by 2007.	
Contribution to company efficiency, growth and investors' economic capacity.	24.1%	23.7%	23.6%	25% ⁵⁾	
Contribution to company growth and investors' economic capacity.	6.8%	6.5%	16.6%	15% per year ⁵⁾	
Contribution to national economic capacity.	9.5%	8.8%	9.1%		
Efficiency of invested capital, contribution to asset base, and investors' economic capacity.	19.1%	20.1%	23.1%	25% per year ⁵⁾	
Contribution to the company's degree of freedom in terms of available cash funds (resources).	32.0%	34.9%	56.4%	60% ⁵⁾	The financial performance was significantly negatively impacted by the decrease in the major invoicing currencies versus Danish kroner. The underlying performance against the financial targets remains solid and reflects a better than expected operational performance. Lower than expected investments had a positive impact on both return on invested capital and cash to earnings ratio.

1) All answers to eVoice questions are now reported as an average (scale of 1 to 5; 5 is most positive score). The survey population varies from one year to another.
2) One breach has been added for Chartres in 2002 as a result of continuous measurements.

3) Two accidental releases were registered for Hillered after publication of the 2002 report. These are now included.
4) In addition, two support functions have been certified in 2003.
5) Long-term growth target (three-year average).