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Part of Novo Nordisk's Sustainability Report 2002 – internet version

Legend:			
√ = information provided and assured following the guidance provided in the AA1000S Assurance Standard.			
w = information only supplied in Internet report			
- = information not supplied			
Part B: Reporting principles		Information and comments	
Transparency		<p>A number of processes, procedures and systems, tied in with Novo Nordisk's governance framework and approach to stakeholder engagement aim to ensure that the report is consistent with the eleven reporting principles.</p> <p>See About the report, Embedding and implementing the Triple Bottom Line, Following up on targets, Indicators of Triple Bottom Line performance, Guided by values, Addressing global trends, From dialogue to partnerships, Accounting principles, Independent assurance statement and Interactive charts.</p> <p>See also Annual Financial report</p>	
Inclusiveness			
Auditability			
Completeness			
Relevance			
Sustainability context			
Accuracy			
Neutrality			
Comparability			
Clarity			
Timeliness			
Section 1: Vision and Strategy			
1.1	Statement of the organisation's vision and strategy regarding its contribution to sustainable development.	√	Take action! Executive Summary Embedding and implementing the Triple Bottom Line, Following up on targets, Indicators of Triple Bottom Line performance, Guided by values, Addressing global trends, From dialogue to partnerships
	What are the main issues for the organisation related to major themes of sustainable development?	√	Executive summary
	How are stakeholders included in identifying these issues?	√	Indicators of Triple Bottom Line performance, Guided by values, From dialogue to partnerships
	For each issue, what stakeholders are most affected by the organisation?	√	Covered throughout the report
	How are these issues reflected in the organisation's values and integrated into the business strategies?	√	Covered throughout the report
	What are the organisation's objectives and actions on these issues?	√	Following up on targets
1.2	Statement from the CEO (or equivalent senior manager) describing key elements of the report. Recommended elements	√	Take Action!, About the report and Executive summary

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	include:		
	Highlights of report content and commitment to targets	√	Executive summary Following up on targets
	Description of the commitment to economic, environmental, and social goals by the organisation's leadership	√	Take Action!, Following up on targets and Guided by values
	Statement of successes and failures	√	Executive summary and Following up on targets
	Performance against benchmarks, previous years' performance, targets, and industry sector norms	√ w	Following up on targets, Indicators of Triple Bottom Line performance Previous Novo Nordisk reports are all accessible from the website and through our publications ordering service. For benchmarking across sectors, please refer to independent analyses, eg http://www.novonordisk.com/sustainability/news/news.asp
	The organisation's approach to stakeholder engagement; and major challenges for the organisation and its business sector in integrating responsibilities for financial performance with those for economic, environmental, and social performance, along with the implications of this on future business strategy	√	Executive Summary, From Dialogue to Partnerships, and throughout report in individual articles

Section 2: Profile

2.1	Name of reporting organisation	√	Novo Nordisk in brief (Internet version: About us)
2.2	Major products and/or services including brands if appropriate	√	Novo Nordisk in brief (Internet version: About us)
2.3	Operational structure of the organisation	√	Novo Nordisk in brief (Internet version: About us)
2.4	Countries in which the organisation's operations are located	√	Novo Nordisk in brief (Internet version: About us)
2.5	Description of major divisions, operating companies, subsidiaries,	√	Accounting principles and http://www.novonordisk.com/about

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	and joint ventures		us/default.asp
2.6	Nature of ownership; legal form	√	Novo Nordisk in brief (Internet version: About us)
2.7	Nature of markets served	√	Novo Nordisk in brief (Internet version: About us), Concerted action on global health and Measuring our economic footprint
2.8	Scale of the reporting organisation, including:	√	About the report and Novo Nordisk in brief (Internet version: About us)
	Number of employees	√	Novo Nordisk in brief and Key performance data
	Products produced/services offered (quantity or volume)		Constantly improving eco-productivity For pharmaceutical products the most relevant indicator of volume is turnover.
	Net sales; and	√	Novo Nordisk in brief (Internet version: About us) and Key performance data
	Total capitalisation broken down in terms of debt and equity	√	Key performance data See also Annual Financial Report at http://www.novonordisk.com/about_us/Publications/publications_home.asp
	In addition to the above, reporting organisations are encouraged to provide additional information, such as:		
	Value added	√	Measuring our economic footprint
	Total assets; and	√	Measuring our economic footprint and Key performance data
	Breakdowns of any or all of the following:		
	Sales/revenues by countries/regions that make up 5 percent or more of total revenues	√	Novo Nordisk in brief (Internet version: About us) and Measuring our economic footprint

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	Major products and/or identified services	√	Novo Nordisk in brief (Internet version: About us)
	Costs by country/region; and		We have begun to break down earnings, costs, investments etc. By region in Measuring our economic footprint
	Employees by country/region	√	Measuring our economic footprint
2.9	List of stakeholders, key attributes of each, and relationship to the reporting organisation	√	Stakeholders named or described as relevant in individual articles, and in External Voices. Approach to developing relationships described in From dialogue to partnership
	Report Scope		
2.10	Contact persons for the report including e-mail and web addresses	√	Information on contact persons is listed in relation to each article
2.11	Reporting period (eg fiscal/calendar year) for information provided	√	About the report
2.12	Date of most recent report (if any)	√	The 2001 report was published on 22 March 2002 About the report, <2001 TBL report>
2.13	Boundaries of report (Countries/regions, products/services, divisions, facilities/joint ventures/subsidiaries) and any specific limitations on the scope.	√	About the report
2.14	Significant changes in size, structure, ownership, or products/services that have occurred since the previous report.	√	About the report See also Annual Financial Report .
2.15	Basis for reporting on joint ventures, partially owned subsidiaries, leased facilities, outsourced operations, and other situations that can significantly affect comparability from period to period and/or between reporting organisation.	√	About the report and Accounting principles
2.16	Explanation of the nature and effect of any re-statements of information	√	About the report

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	provided in earlier reports, and the reasons for such re-statement (eg, mergers/acquisitions, changes of base years/periods, nature of business, measurement methods).		There have been no significant restatements in the period covered by the report
	Report Profile		
2.17	Decisions not to apply GRI principles or protocols in the preparation of the report.	n/a	We have decided to report in accordance with GRI
2.18	Criteria/definitions used in any accounting for economic, environmental and social costs/benefits.	√ w	About the report, Accounting principles, Following up on targets, Indicators of Triple Bottom Line performance, decoupling environmental impact and economic growth, measuring our economic footprint and Accounting for the environment
2.19	Significant changes from previous years in the measurement methods applied to key economic, environmental, and social information.	√ w	There have been no significant changes Key performance data and Accounting principles
2.20	Policies and internal practices to enhance and provide assurance about the accuracy, completeness, and reliability that can be placed on the sustainability report.	√ w	About the report, Accounting principles and Independent assurance statement
2.21	Policy and current practice with regard to providing independent assurance for the full report.	√ w	About the report, Accounting principles and Independent assurance statement
2.22	Means by which report users can obtain additional information and reports about economic, environmental, and social aspects of the organisation's activities, including facility-specific information (if available).	√	About the report and individual site reports (after 28 March)
Section 3: Governance Structure and Management Systems			
3.1	Governance structure of the organisation, including major committees under the board of	√	Guided by values. See also http://www.novonordisk.com/about

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	directors that are responsible for setting strategy and for oversight of the organisation.		us/default.asp
3.2	Percentage of the board of directors that are independent, non-executive directors.	√	Guided by values. See also http://www.novonordisk.com/about_us/default.asp
3.3	Process for determining the expertise board members need to guide the strategic direction of the organisation, including issues related to environmental and social risks and opportunities.	√	Guided by values and Addressing global trends. See also http://www.novonordisk.com/about_us/default.asp
3.4	Board-level processes for overseeing the organisation's identification and management of economic, environmental, and social risks and opportunities.	√	Guided by values. See also http://www.novonordisk.com/about_us/default.asp
3.5.	Links between executive compensation and achievement of the organisation's financial and non-financial goals (eg. Environmental performance, labour practices)		For a detailed account of remuneration to Executive Management, see Annual Financial Report . The Balanced Scorecard target-setting is described in Guided by values, although compensation is not discussed here.
3.6	Organisational structure and key individuals responsible for oversight, implementation, and audit of economic, environmental, social and related policies.	√	Guided by values
3.7	Mission and value statements, internally developed codes of conduct or principles, and policies relevant to economic, environmental and social performance and the status of implementation.	√	Guided by values
3.8	Mechanisms for shareholders to provide recommendations or direction to the board of directors.	√	Guided by values. See also Annual Financial Report .
Stakeholder Engagement			
3.9	Basis for identification and selection of major stakeholders.	√	Guided by values

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Section 2: Profile			
3.10	Approaches to stakeholder consultation reported in terms of frequency of consultations by type and by stakeholder group.	√	From dialogue to partnerships. Approaches also described as relevant in individual articles; our approach is organic rather than rigidly structured
3.11	Type of information generated by stakeholder consultations.	√	From dialogue to partnerships
3.12	Use of information resulting from stakeholder engagements.	√	From dialogue to partnerships, Addressing the global agenda, Living the Triple Bottom Line in China, Concerted action on global health, Learning from people with diabetes. And in many other instances in individual articles.
Overarching Policies and Management Systems			
3.13	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	√	Managing risk under the Precautionary Principle
3.14	Externally developed, voluntary economic, environmental and social charters, sets of principles, or other initiatives to which the organisation subscribes or which it endorses.	√	Guided by values, Decoupling environmental impact and economic growth, Social responsibility in the supply chain, Ensuring opportunities for all and greater diversity
3.15	Principal memberships in industry and business associations, and/or national/international advocacy organisations.	√ w	Decoupling environmental impact and economic growth See also Memberships
3.16	Policies and/or systems for managing upstream and downstream impacts, including:	√	Social responsibility in the supply chain
	Supply chain management as it pertains to outsourcing and supplier environmental and social performance, and	√	Social responsibility in the supply chain
	Product and service stewardship initiatives.	√	Decoupling environmental impact and economic growth and Setting priorities for R&D
3.17	Reporting organisation's approach to managing indirect economic,	√	From decision to impact, Measuring our economic footprint and Setting

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	environmental and social impacts resulting from its activities.		priorities for R&D
3.18	Major decisions during the reporting period regarding the location of, or changes in, operations.	√ w	Not relevant for this reporting period. Acquisition of Biobras mentioned in Measuring our economic footprint and Accounting principles.
3.19	Programmes and procedures pertaining to economic, environmental and social performance. Includes discussion of:		
	Priority and target setting	√	Following up on targets and Indicators for Triple Bottom Line performance
	Major programmes to improve performance	√	Executive Summary
	Internal communication and training	√	Guided by values, Addressing the global agenda, Valuing our people and Measuring our economic footprint
	Performance monitoring	√	Following up on targets, Indicators for Triple Bottom Line performance, Key performance data and Interactive charts
	Internal and external auditing	√	Guided by values, Social responsibility in the supply chain and New Environmental management system underway See also Annual Financial Report .
	Senior management review	√	Guided by values
3.20	Status of certification pertaining to economic, environmental and social management systems.	√	New environmental management system underway
Section 4: GRI Content Index			
4.1	A table identifying location of each element of the GRI Report Content, by section and indicator.	w	

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Section 2: Profile			
Section 5: Performance Indicators			
Note: Core indicators unless stated otherwise.			
Economic Performance Indicators			
Direct Impacts			
Customers			
EC1	Net sales. As listed in the profile section under 2.8.	√	Key performance data
EC2	Geographic breakdown of markets. For each product or share, disclose national market share by country where this is 25% or more. Disclose market share and sales for each country where national sales represents 5% or more of GDP.	√	Novo Nordisk in brief (Internet version: About us) and Measuring our economic footprint (by region only)
Suppliers			
EC3	Cost of all goods, materials and services purchased.	√	Measuring our economic footprint
EC4	Percentage of contracts that were paid in accordance with agreed terms, excluding agreed penalty arrangements.	-	Topic not covered in Sustainability Report, but under consideration for future reporting. There are currently no major issues.
EC1 1	<i>Additional indicator:</i> Supplier breakdown by organisation and country.	√	Measuring our economic footprint (by region only)
Employees			
EC5	Total payroll and benefits (including wages, pension, other benefits, and redundancy payments) broken down by country or region.	√	Measuring our economic footprint (remuneration by region only) Novo Nordisk does not report by country but by regions, in line with the organisational setup. See also http://www.novonordisk.com/about_us/publications/publications_home.asp
Providers of Capital			
EC6	Distributions to providers of capital broken down by interest on debt and borrowings, and dividends on all	√	Novo Nordisk in brief (Internet version: About us) and Measuring our economic footprint.

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	classes of shares, with any arrears of preferred dividends to be disclosed.		See also Annual Financial Report
EC7	Increase/decrease in retained earnings at end of period.	√	Measuring our economic footprint (cash value distribution chart as future growth). See also Annual Financial Report
Public Sector			
EC8	Total sum of taxes of all types paid broken down by country.	√	Measuring our economic footprint (Taxes paid in Denmark)
EC9	Subsidies received broken down by country or region.	-	Not reported; to be built into future reporting on economic footprint.
EC10	Donations to community, civil society, and other groups broken down in terms of cash and in-kind donations per type of group.	√	Concerted action on global health and Measuring our economic footprint
EC12	<i>Additional indicator:</i> Total spent on non-core business infrastructure development.	√	Reported not as total spent, but as activities in Concerted action on global health and Living the Triple Bottom Line in China
Indirect Economic Impacts			
EC13	Additional indicator: The organisation's indirect economic impacts.	√	Measuring our economic footprint and Assessing the benefits of diabetes care
Environmental Performance Indicators			
Materials			
EN1	Total materials use other than water, by type.	√	Constantly improving eco-productivity
EN2	Percentage of materials used that are wastes (processed or unprocessed) from sources external to the reporting organisation.	-	Not relevant throughout Novo Nordisk's organisation. An industrial symbiosis in Kalundborg, Denmark, ensures efficient utilisation of energy and wastewater. See site report from Kalundborg.
Energy			
EN3	Direct energy use segmented by primary source.	√	Constantly improving eco-productivity and Key performance data

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EN4	Indirect energy use	√	Constantly improving eco-productivity
EN17	<i>Additional indicator:</i> Initiatives to use renewable energy sources and to increase energy efficiency.	√	Constantly improving eco-productivity
EN18	<i>Additional indicator</i> Energy consumption footprint (ie, annualised lifetime energy requirements) of major products.	-	Not reported at present.
EN19	<i>Additional indicator</i> Other indirect (upstream/downstream) energy use and implications, such as organisational travel, product lifecycle management, and use of energy-intensive materials.	√ w	Tracking our transport impact
Water			
EN5	Total water use	√	Constantly improving eco-productivity and Key Performance Data
EN20	<i>Additional indicator:</i> Water sources and related ecosystems/habitats significantly affected by use of water.	-	Data not recorded/reported at present.
EN21	<i>Additional indicator:</i> Annual withdrawals of ground and surface water as a percent of annual renewable quantity of water available from the sources.	-	Data not recorded/reported at present.
EN22	<i>Additional indicator:</i> Total recycling and reuse of water	-	Data not available
Biodiversity			
EN6	Location and size of land owned, leased, or managed in biodiversity-rich habitats.	-	Data not recorded/reported at present. Not identified as a major issue in areas where Novo Nordisk's production sites are located.
EN7	Description of the major impacts on biodiversity associated with activities and/or products and services in terrestrial, freshwater and marine environments.	√	Managing risk under the Precautionary Principle
EN2	<i>Additional indicator:</i> Total amount	-	Data not recorded/reported at

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3	of land owned, leased or managed for production activities or extractive use.		present.
EN2 4	<i>Additional indicator:</i> Amount of impermeable surface as a percentage of land purchased or leased.	-	Data not presently available.
EN2 5	<i>Additional indicator:</i> Impacts of activities and operations on protected and sensitive areas.	-	Data not recorded/reported at present.
EN2 6	<i>Additional indicator:</i> Changes to natural habitats resulting from activities and operations and percentage of habitats protected or restored.	-	Data not recorded/reported at present.
EN2 7	<i>Additional indicator</i> Objectives, programmes, and targets for protecting and restoring native ecosystems and species in degraded areas.	-	Data not recorded/reported at present.
EN2 8	<i>Additional indicator</i> Number of IUCN Red List species with habitats in areas affected by operations.	-	Data not recorded/reported at present.
EN2 9	<i>Additional indicator</i> Business units currently operating or planning operations in or around protected or sensitive areas.	-	Not reported at present
Emissions, Effluents, and Waste			
EN8	Greenhouse gas emissions	√	Constantly improving eco-productivity, Key performance data and Interactive charts Novo Nordisk has also submitted information on this issue to Carbon Disclosure Project
EN9	Use and emissions of ozone-depleting substances	√	Constantly improving eco-productivity, Key performance data and Interactive charts
EN1 0	NO _x , SO _x and other significant air emission by type	√	Constantly improving eco-productivity, Key performance data and Interactive charts
EN1 1	Total amount of waste by type and	√	Constantly improving eco-

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Section 2: Profile			
	destination		productivity, Key performance data and Interactive charts
EN1 2	Significant discharges to water by type	√	Constantly improving eco-productivity, Turning waste into energy in France, Key performance data and Interactive charts
EN1 3	Significant spills of chemicals, oil and fuels in terms of total number and total volume.	√	Working towards full compliance and Interactive charts
EN3 0	<i>Additional indicator:</i> Other relevant indirect greenhouse gas emissions.	√ w	Tracking our transport impact worldwide. We do recognise, though, that this covers but a fraction of indirect greenhouse gas emissions connected with our company's activities.
EN3 1	<i>Additional indicator</i> All production, transport, import, or export of any waste deemed "hazardous" under the terms of the Basel Convention Annex I, II, III and VII.	√	Key performance data and Interactive charts
EN3 2	<i>Additional indicator</i> Water sources and related ecosystems/habitats significantly affected by discharges of water and runoff.	√	Managing risk under the Precautionary Principle
Suppliers			
EN3 3	<i>Additional indicator</i> Performance of suppliers relative to environmental components of programmes and procedures described in response to Governance Structure and Management Systems (Section 3.16)	√	Social responsibility in the supply chain (also covers environmental responsibility)
Products and Services			
EN1 4	Significant environmental impacts of principal products and services.	√	Managing risk under the Precautionary Principle and Decoupling environmental and economic growth
EN1 5	Percentage of the weight of products sold that is reclaimable at the end of the products' useful life and percentage that is actually reclaimed.	-	Not reported at present. Not particular relevance to pharmaceutical products. Work is being undertaken to reduce packaging and to assess recyclability of medical devices.

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Section 2: Profile			
EN1 6	Incidents of and fines for non-compliance with all applicable international declarations/conventions/treaties, and national, sub-national, regional and local regulations associated with environmental issues.	√	Working towards full compliance
Transport			
EN3 4	<i>Additional indicator</i> Significant environmental impacts of transportation used for logistical purposes.	√ w	Tracking our transport impact worldwide
Overall			
EN3 5	<i>Additional indicator</i> Total environmental expenditures by type.	√	Accounting for the environment
Social Performance Indicators			
Note: Core indicators unless stated otherwise.			
Employment			
LA1	Breakdown of workforce, where possible, by region/country, status (employee/non-employee), employment type (full time/part time), and by employment contract (indefinite or permanent/fixed term or temporary). Also identify workforce retained in conjunction with other employers (temporary agency workers in co-employment relationships), segmented by region/country.	√	Measuring our economic footprint (geographic distribution of employees), Key performance data and Interactive charts
LA2	Net employment creation and average turnover segmented by region/country	√	Measuring our economic footprint and Key performance data
LA1 2	<i>Additional indicator</i> Employee benefits beyond those legally mandated.	-	Not reported at present
Labour/Management Relations			
LA3	Percentage of employees represented by independent trade union organisations or other bona	-	Not reported at present but under consideration for future reporting. Novo Nordisk has long-standing

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	fide employee representatives broken down geographically OR percentage of employees covered by collective bargaining agreement broken down by region/country.		traditions for collective bargaining through company employee organisations ('Klubber' in Danish) and does not have any significant issues in this are.
LA4	Policy and procedures involving information, consultation, and negotiation with employees over changes in the reporting organisation's operations (e.g., restructuring)	-	Not reported at present but under consideration for future reporting. See above.
LA1 3	<i>Additional indicator</i> Provisions for formal worker representation in decision-making or management, including corporate governance.	√	Guided by values
Health and Safety			
LA5	Practices on recording and notification of occupational accidents and diseases, and how they relate to the ILO Code of Practice on Recording and Notification of Occupational Accidents and Diseases.	√	Tracking our health & safety performance
LA6	Description of formal joint health and safety committees comprising management and worker representatives and proportion of workforce covered by such committees.	√	Tracking our health & safety performance and Guided by values
LA7	Standard injury, lost day, and absentee rates and number of work-related fatalities (including subcontracted workers).	√	Tracking our health & safety performance and Interactive charts(occupational illnesses and injuries only). No data available for subcontracted workers.
LA8	Description of policies or programmes (for the workplace and beyond) on HIV/AIDS	-	Not reported at present, but guidelines exist for Danish organisation.
LA1 4	<i>Additional indicator</i> Evidence of substantial compliance with the ILO <i>Guidelines for Occupational Health</i>	-	Not reported

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	<i>Management Systems.</i>		
LA15	Description of formal agreements with trade unions or other bona fide employee representatives covering health and safety at work and proportion of the workforce covered by any such agreements.	√	Tracking our health & safety performance. Reporting on Health and Safety to be expanded in future, now that a global baseline has been established.
Training and Education			
LA9	Average hours of training per year per employee by category of employee.	√	Key performance data (reports annual training costs per employee). We find that average hours of training are not a relevant indicator. There are targets for development of people, and employee perceptions are measuring through mandatory climate surveys.
LA16	<i>Additional indicator</i> Description of programmes to support the continued employability of employees and to manage career endings.	√	Valuing our people
LA17	<i>Additional indicator</i> Specific policies and programmes for skills management or for lifelong learning.	√	Valuing our people
Diversity and Opportunity			
LA10	Description of equal opportunity policies or programmes, as well as monitoring systems to ensure compliance and results of monitoring.	√	Ensuring opportunities for all and greater diversity. See also equal opportunities toolbox
LA11	Composition of senior management and corporate governance bodies (including the board of directors), including male/female ratio and other indicators of diversity as culturally appropriate.	√	Ensuring opportunities for all and greater diversity
Human Rights			
HR1	Description of policies, guidelines, corporate structure, and procedures to deal with all aspects of human rights relevant to operations, including monitoring mechanisms	√	Ensuring opportunities for all and greater diversity. See also equal opportunities toolbox

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	and results.		
HR2	Evidence of consideration of human rights impacts as part of investment and procurement decisions, including selection of suppliers/contractors.	√	Social responsibility in the supply chain
HR3	Description of policies and procedures to evaluate and address human rights performance within the supply chain and contractors, including monitoring systems and results of monitoring.	√	Social responsibility in the supply chain
HR4	Description of global policy and procedures/programmes preventing all forms of discrimination in operations, including monitoring systems and results of monitoring.	√	Ensuring opportunities for all and greater diversity. also equal opportunities toolbox
HR5	Description of freedom of association policy and extent to which this policy is universally applied independent and of local laws, as well as description of procedures/programmes to address this issue.	-	Not reported but covered under stated commitment to the UN Declaration of Human Rights in Guided by Values
HR6	Description of policy excluding child labour as defined by the ILO Convention 138 and extent to which this policy is visibly stated and applied, as well as description of procedures/programmes to address this issue, including monitoring systems and results of monitoring.	.	Not reported but covered under stated commitment to the UN Declaration of Human Rights in Guided by Values
HR7	Description of policy to prevent forced and compulsory labour and extent to which this policy is visibly stated and applied, as well as description of procedures/programmes to address this issue, including monitoring systems and results of monitoring.	-	Not reported but covered under stated commitment to the UN Declaration of Human Rights in Guided by Values. The social review conducted in 2001 concluded that this is not a key issue to Novo Nordisk's organisation.
HR8	<i>Additional indicator</i> Employee	√	Ensuring opportunities for all and

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	training on policies and practices concerning all aspects of human rights relevant to operations.		greater diversity
HR9	<i>Additional indicator</i> Description of appeal practices, including, but not limited to human rights issues.	w	Dealing with discriminatory behaviour in the workplace (in TBLreport2001)
HR10	<i>Additional indicator</i> Description of non-retaliation policy and effective, confidential employee grievance system (including, but not limited to, its impact on human rights).	w	Dealing with discriminatory behaviour in the workplace (in TBLreport2001)
HR11	<i>Additional indicator</i> Human rights training for security personnel.	-	Not reported.
HR12	<i>Additional indicator</i> Description of policies, guidelines, and procedures to address the needs of indigenous people.	-	Not reported.
HR13	<i>Additional indicator</i> Description of jointly managed community grievance mechanisms/authority.	-	Not reported.
HR14	<i>Additional indicator</i> Share of operating revenues from the area of operations that are redistributed to local communities.	-	Not reported.
Society			
SO1	Description of policies to manage impacts on communities in areas affected by activities, as well as description of procedures/programmes to address this issue, including monitoring systems and results of monitoring.	√	Living the Triple Bottom Line in China, Measuring our economic footprint, Constantly improving eco-productivity and Managing risk under the Precautionary Principle See also Site reports.
SO2	Description of the policy, procedures/management systems, and compliance mechanisms for organisations and employees addressing bribery and corruption.	-	Not reported. These issues are included in the reviews conducted by the facilitators, see Guided by values. A programme to address this issues more specifically will be set up in 2003.
SO3	Description of policy, procedures/management systems, and compliance mechanisms for managing political lobbying and	-	Not reported. An example provided in Respect for all life. Governmental relations, lobbying and political contributions are not

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	contributions.		perceived to be of major significance, but will be covered more in future reporting as part of corporate governance initiatives.
SO4	<i>Additional indicator</i> Awards received relevant to social, ethical, and environmental performance.	+ w	Executive Summary and List of Awards and honours
SO5	<i>Additional indicator</i> Amount of money paid to political parties and institutions whose prime function is to fund political parties or their candidates.	-	Novo Nordisk does not sponsor or in any other way subsidise political parties or individuals seeking public office.
SO6	<i>Additional indicator</i> Court decisions regarding cases pertaining to anti-trust and monopoly regulations.	-	Not applicable.
SO7	<i>Additional indicator</i> Description of policy, procedures/management systems, and compliance mechanisms for preventing anti-competitive behaviour.	-	Not reported.
Product Responsibility			
PR1	Description of policy for preserving customer health and safety during use of products and services, and extent to which this policy is visibly stated and applied, as well as description of procedures/programmes to address this issue, including monitoring systems and results of monitoring.	-	Not reported, but systems in place as part of Quality management and under strict regulation by the American FDA. Inclusion in future reporting under consideration.
PR2	Description of policy, procedures/management systems, and compliance mechanisms related to product information and labelling.	-	Not reported but systems in place. Inclusion in future reporting under consideration. See above.
PR3	Description of policy, procedures/management systems, and compliance mechanisms for consumer privacy.	-	Not reported but systems in place. Inclusion in future reporting under consideration. See above.
PR4	<i>Additional indicator</i> Number and type of instances of non-compliance with regulations concerning customer health and safety, including the penalties and fines	-	Not reported. Inclusion in future reporting under consideration. See above.

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Section 2: Profile			
	assessed for these breaches.		
PR5	<i>Additional indicator</i> Number of complaints upheld by regulatory or similar official bodies to oversee or regulate the health and safety of products and services.	-	Not reported. Inclusion in future reporting under consideration. See above.
PR6	<i>Additional indicator</i> Voluntary code of compliance, product labels, or awards with respect to social and/or environmental responsibility that the reporter is qualified to use or has received.	√	New environmental management system underway
PR7	<i>Additional indicator</i> Number and type of instances of non-compliance with regulations concerning product information and labelling, including any penalties or fines assessed for these breaches.	-	Not reported
PR8	<i>Additional indicator</i> Description of policy, procedures/management systems, and compliance mechanisms related to customer satisfaction, including results of surveys measuring customer satisfaction. Identify geographic areas covered by policy	-	Not reported
PR9	<i>Additional indicator</i> Description of policy, procedures/management systems, and compliance mechanisms for adherence to standards and voluntary codes related to advertising.	-	Not reported
PR10	<i>Additional indicator</i> Number and type of breaches of advertising and marketing regulations.	-	Not reported
PR11	<i>Additional indicator</i> Number of substantiated complaints regarding breaches of consumer privacy.	-	Not reported