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01 The **Blueprint for Change** Programme
April 2010

Facing up to the climate change challenge

In 2009, Novo Nordisk achieved the CO_2 reduction target of our 1st generation climate strategy five years ahead of schedule. With this Blueprint for Change case we share our learnings focusing on the value generated to business and society, our thoughts about the journey and challenges ahead, including the interrelationship between climate and health.

novo nordisk®

contents

As a global healthcare company reliant on energy intensive production, taking early and voluntary steps to reduce our carbon footprint is long-term risk mitigation as well as an act of corporate responsibility. Combining the two is sound business.

Looking back at our first generation climate strategy, we have come a long way and generated considerable value to business and society. Looking ahead, we realise that we are far from done and that business has a pivotal role to play in helping drive society's transformation towards a low-carbon economy.

the challenge

Responsibility and risk - the first generation climate strategy

Our 1st generation climate strategy, framed during 2004 and 2005, was driven by our commiment to sustainable development managed through the Triple Bottom Line (TBL) principle. The strategy evolves around responsibility and risk mitigation.

From an environmental perspective, reducing emissions and inspiring others to do the same is considered 'the right thing to do' and part and parcel of corporate responsibility. While environmental responsibility has been the key driver of the 1st generation strategy, long-term risk mitigation – preparing the business for a carbon-constrained future – is as important. While Novo Nordisk is among the less carbon-intensive companies in the pharma industry, the insulin production, core to our business, is an energy intensive process. While not faced with a short term risk of significant increases in energy costs, the climate strategy rests on a belief that taking early and voluntary steps to reduce energy consumption and green our energy supply, will pay off in the longer term by preparing the business for a carbon constrained future.

Below, we zoom in on our climate strategy and actions during 2004-2009 and explore the value generated to business and society. In this period we focused on decoupling business growth from growth in CO_2 emissions at our global production sites, and on advocating an ambitious global deal in the lead-up to the UN Climate Summit at Copenhagen (COP-15). Recognising the complexity and cross-cutting nature of climate change, partnerships have been at the core of our strategic approach.

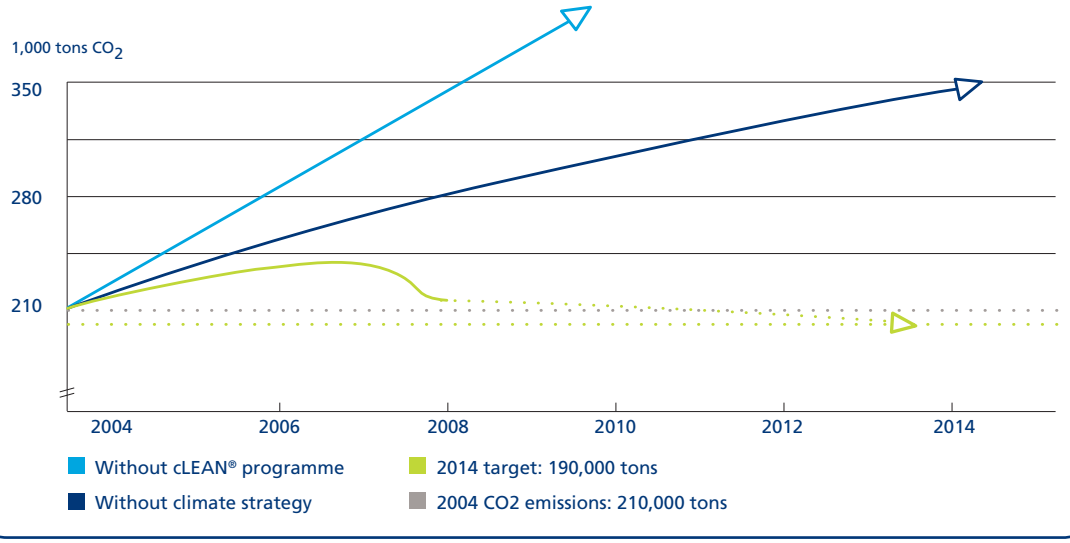
10% reduction in 10 years

In 2003, climate change became a focus area in Novo Nordisk's environmental strategy and in 2004, we initiated negotiations with the WWF Climate Savers Programme to frame a climate strategy. In January 2006, Novo Nordisk became the 10th member of the WWF Climate Savers Programme. The Climate Savers Programme[1] serves to demonstrate that companies can make deep cuts in emissions while growing their business.

With the agreement between WWF and Novo Nordisk, we made a public commitment to reduce CO_2 emissions from global production by an absolute 10% from 2004 to 2014. In light of the projected significant growth in production capacity, the absolute reduction target represented a relative reduction of approximately 65% and required a decoupling of business growth and growth in CO_2 emissions.

The reduction target covers the energy intensive insulin production site in Kalundborg, Denmark, filling plants in France, Brazil and the US, device production in Denmark and China, and a packaging facility in Japan.

Climate strategy for CO_2 emissions



1) www.panda.org/climatesavers

How did we activate this?

Reducing the hard way

Off-sets Clean Development Mechanism (CDM) projects and the purchase of renewable energy from existing capacity were not an option in the agreement with WWF. In other words, the 10% reduction was to be achieved the 'hard way' through increasing energy efficiency in countries of operation and switching to renewables. That made mindset and behaviour change a key driver. On top of this, the agreement with WWF specifies a commitment to inspire others and share experience.

Working with WWF made us set the bar higher than we would have done ourselves. While obviously there was a sense that 'it could be done', there was no clear plan of action at the time of public announcement.

> "We started by agreeing with WWF on a meaningful target based on its potential to impact the concentration of greenhouse gases in the atmosphere. Then, we decided to make it happen; even if, at the time, we were unsure of how to achieve this ambitious goal.
>
> Jan Hoff, former Vice President, Global Support, Novo Nordisk

Three levers were put into play in achieving the reduction:

- cLEAN®
- Energy savings
- Renewable energy

cLEAN® cuts costs and CO_2

cLEAN® is the Novo Nordisk version of the LEAN philosophy aimed at minimising waste and optimising production flow. The 'c' stands for 'current' stressing that cLEAN® is continuously improved and adapted to different areas in Novo Nordisk. The cLEAN® programme was designed in 2003 to increase productivity and maintain a competitive edge. The programme, however, also makes a significant contribution to increased energy efficiency by lowering the amount of energy consumed per unit produced and optimising use of production capacity. To illustrate, by optimising production in one of two purification plants for human insulin, we have managed to close down the second plant permanently. The close down has resulted in an annual CO_2 reduction of 5,000 tons CO_2. Similarly, optimisation of the purification plants for insulin analogues in Kalundborg has enabled Novo Nordisk to discontinue plans to build a fifth plant. The annual CO_2 reduction is estimated at 8,000 tons, not to mention the financial savings.

When the climate strategy was framed, we made scenarios of future emissions. In the worst case scenario - 'without cLEAN® - without the climate strategy'- it was anticipated that emissions would grow 300% from 2004 to 2014 (see model p 3). cLEAN® alone accounts for two thirds of the reduction between that worst case scenario and the 10% target scenario. However, as the cLEAN® programme was already in place when we negotiated the climate strategy with WWF, the reductions achieved through cLEAN® are included in the business as usual scenario and do not count in our annual communication of progress to WWF.

Pushing energy savings

The Climate Savers agreement sets a specific target for energy savings: 30,000 tons CO_2 reduction from energy savings. To achieve this, Novo Nordisk launched a global energy saving programme in 2005 which has now become an integral part of our environmental management system specifying that all sites must appoint an energy steward and conduct energy screenings every three years.

From 2005–2007, the first energy screenings were conducted at all production sites resulting in a long list of feasible energy saving projects. Utility systems such as cooling and ventilation account for the biggest reduction potential ranging from 'just-do-it' savings, such as turning off ventilation during holidays and weekends, to investment in new, more energy-efficient cooling towers.

To drive performance, energy savings have been integrated in all business plans. Each production area has individual CO_2 reduction targets and progress is monitored on a monthly basis. Annual results are communicated across production areas to spur internal competition. In addition, production management has made it mandatory to implement all identified energy saving projects with pay-back periods of less than five years which is two years more than normally accepted. Delivering on energy savings is also integrated in the long-term incentive programme that is part of the remuneration policy for Novo Nordisk Executive Management.

Energy savings pay off

The energy saving projects implemented from 2005-2009, have resulted in a 28,000 tons reduction of CO_2 equivalent to approximately 4,500 fewer cars on the road every year, and demonstrated a solid business case.

The energy saving programme is the largest single investment under the Climate Action programme. From 2004-2009, we have invested 20 million USD in energy savings covering project spend and staff. More than 200 energy saving projects have been implemented across global production sites resulting in a 10 % cut in energy consumption corresponding to a realised cost saving of 24 million USD. While parts of the saving is earmarked to financing the premium on renewable electricity in Denmark, the investments in the energy saving programme will continue to yield annual cost savings of approximately 8 million USD in coming years. Half of all projects are paid back in less than one year and the average pay-back is 1.9 years.

While a major part of the lowest-hanging fruits have been harvested, the energy saving potential is far from exhausted. The energy saving potential and short pay-back periods have taken us by surprise and serve to prove that a stretch target and systematic effort can deliver significant reductions with no or very limited up-front investment.

Target achieved ahead of schedule

In early 2010, we were proud to announce that over a period of more than 30 consequtive quarters of double-digit growth, the 10% reduction in carbon emissions was achieved five years ahead of schedule. The CO_2 emissions curve broke away from sales from 2007 to 2008, and from 2008 to 2009 the downward trend continued with a 32% reduction. This is approximately 30% below the 2004 baseline. The major part of this reduction is attributed to cLEAN® and the energy savings programme. The full savings from sourcing of wind power will first start counting from 2010.

Engaged people drive performance

Employee engagement is an added value and a key driver of success of the energy saving programme.

In Novo Nordisk's environmental department, one full time project manager is responsible for driving performance on the climate strategy in close collaboration with a global network of 28 energy stewards representing Novo Nordisk production sites.

This combination of central project management and local energy stewards has been instrumental in keeping focus and momentum on energy savings. Commitment and team-spirit is built through training and annual seminars aimed at facilitating networking and sharing of best practice across the organisation.

The achievement of the 10% reduction target ahead of schedule is the result of the hard work and diligence of energy stewards placed throughout the organisation. In addition to implementing efficiency projects, the 30 energy stewards serve as challengers at the production facilities, looking for ways to improve.

On the search for renewables

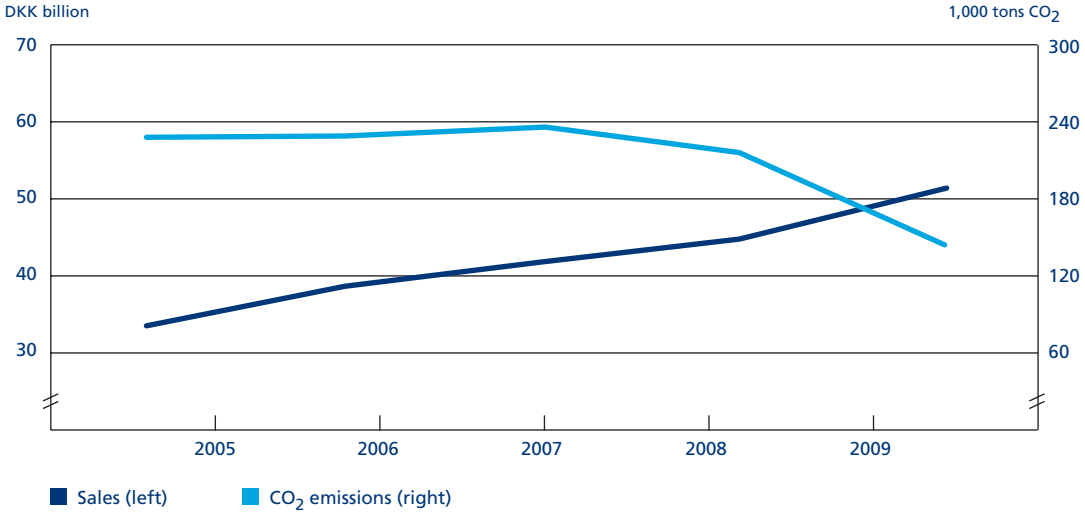
Producing the diabetes active pharmaceutical ingredient in Novo Nordisk's insulin products is a highly energy-intensive process which takes place in Kalundborg, Denmark based on energy from a local coal-fired power plant. In total, Danish production facilities accounted for more than 85% of total emissions and electricity alone accounted for 62% of these emissions. Fuel switching in Denmark therefore gained first priority.

We quickly realised that a partner specialised in energy was needed and we teamed up with our Danish energy supplier, DONG Energy – a world leader in the construction and operation of offshore wind turbines. Novo Nordisk entered negotiations searching for a cost-effective model that would significantly reduce CO_2 emissions and contribute to expanding the capacity of renewable energy in the Danish market as specified in the WWF agreement. Novo Nordisk's request spurred innovation as DONG Energy had no ready-made solution at hand. Even though we had a strong business case for action and a strong shared vision, structuring a business model that would back up Dong Energy's heavy capital investments on renewables was a challenge:

After one year of negotiations exploring various wind power projects, in May 2007 Novo Nordisk signed a partnership which makes a unique link between energy savings and greening of energy supply. Under the partnership, which was the first of its kind, DONG Energy helps Novo Nordisk identify energy saving projects and Novo Nordisk pledges to convert realised energy savings at Danish production sites into the purchase of electricity from a new wind farm in the North Sea.

The partnership runs till 2020 with the goal that by 2014 Novo Nordisk's facilities in Denmark will be powered entirely by wind energy.

Climate strategy impact



Driving the market

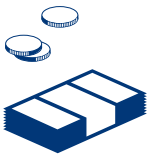
At the start of Novo Nordisk's partnership with DONG Energy, Horn Rev II, the world's largest off-shore windfarm till date, was still on the drawing board. With DONG Energy's cutting-edge technological expertise on wind power generation, their ambition was to triple its renewable energy capacity by 2020. However, to ensure financial leverage for long-term investments in renewable energy, Dong Energy needed a sustained commercial base. The long-term financial commitment from Novo Nordisk was the tipping point that made the project financially feasible. Novo Nordisk is among the ten biggest consumers of energy in the Danish manufacturing industry and expects to purchase around one third of the energy produced once the wind farm is in full operation in 2010. The wind farm was established during 2008 and 2009 and inaugurated in September 2009 two months in advance of the COP-15 in Copenhagen.

With this agreement, Novo Nordisk and DONG Energy have devised a cost-neutral way to achieve significant reductions in CO_2 emissions and at the same time help build the market for renewable energy in Denmark and help the Danish government achieve its renewable energy target. At the end of 2009, DONG Energy had established some 30 partnerships building on the Novo Nordisk model and the new wind farm Horns Rev II was sold out. In May 2009, Allan Schefte, vice president of Business to Business activities at Dong Energy, announced to the Danish business daily "Berlingske Tidende" that he was expecting up to 100 new partnerships in Northern Europe within the next five years.

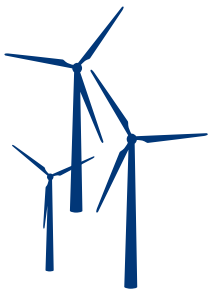
> "Partnerships always involve complex negotiations on how to reasonably split costs and benefits. Our partnership was no exception. Moreover, it was a long-lasting partnership, as we were committing each other all the way to 2020.
>
> Jan Hoff, former Vice President, Global Support, Novo Nordisk

Our partnership with DONG Energy leading to an innovative solution

Novo Nordisk saves energy at Danish production facilities.



The financial savings are earmarked to sourcing of renewable electricity.



The premium paid helps fund establishment of new windfarm in the North Sea.

100% of our electricity consumption in Denmark is covered by the new windfarm.

shared value created

Significant societal benefit

All energy saving projects at Danish production sites count in the partnership with DONG Energy. By 2009, a total saving of more than 45 million kWh had been achieved under this partnership. The savings will result in a 100% renewable electricity supply and an annual CO_2 reduction of 100,000 tons once the new wind farm is in full operation in 2010.

The 91 turbines of the new wind farm, which have a total production capacity of 209 megawatt, will be able to supply power equivalent to the annual electricity consumption of 200,000 households[2] resulting in a considerable benefit to society of avoided carbon.

Building pride and reputation

A focused communication effort has supported and leveraged the climate strategy aimed at:

Internally:

- Ensuring management buy-in and driving engagement among key staff
- Raising awareness and building pride and engagement among all employees

Externally:

- Inspiring others (business-to-business)
- Building reputation
- Influencing public agenda

In 2006, the climate strategy was kicked off internally when more than 1,800 employees and their families attended two showings of Al Gore's film on climate change, "An Inconvenient Truth," arranged by Novo Nordisk. This was accompanied by an exhibit on Climate Savers and a variety of educational activities for children.

In 2008, we launched an internal climate action campaign under our corporate volunteering programme TakeAction! Under the heading 'It takes people to fight climate change', the campaign inspires climate friendly actions and gives ideas for local actions such as car pooling or biking, tree planting or fund raising for climate projects. In 2009, Novo Nordisk's employees around the globe joined the WWF Earth Hour 2009, to show commitment to the climate cause. Internal media have covered the climate strategy on an ongoing basis since 2006 resulting in a total of more than 50 articles and 4 mentions on our internal TV channel PeopleTV. External communication has consisted of more than 100 presentations to professional audiences, contributions to more than 15 books, guides and case-studies on corporate climate action and substantial positive coverage in national and international media, including CNBC and CCTV.

In total we have invested approximately 1,2 million USD in climate communication from 2005-2009. While the value in terms of employee engagement, reputation and trust cannot be quantified, we estimate that the sum invested in communication is at least paid back. Furthermore, the climate strategy creates value through meeting society's and key stakeholders' expectations, including the 40% of our top 20 shareholders that are signatories to the Carbon Disclosure Project[3].

> "Novo Nordisk's approach to climate change is innovative, groundbreaking and ambitious actions that are more than just words and have inspired others.
>
> John Kornerup Bang,
> former advisor, WWF DK

Making our voice heard

In parallel with cutting emissions at production sites, we have engaged in the public debate calling for an ambitious global deal on climate change. As a global business, we call for a long-term, stable and global framework to guide our future operations. Our engagement in the Copenhagen Climate Council has been the main platform to achieve this end. The Copenhagen Climate Council is an independent global initiative gathering business leaders from Europe, the Americas, Asia and Oceania and leading politicians, authorities and scientists. The Copenhagen Climate Council has worked to promote a broad global dialogue and build momentum for achieving an ambitious, global and binding treaty at the UN Climate Summit in Copenhagen in December, 2009.

In 2009, the main activities of the council were the World Business Summit on Climate Change in May and a business event at the Kronborg castle during the COP-15. Held in May 2009, the outcome of the World Business Summit was a list of six items that the business community believes to be necessary

2) www.dongenergy.com/Hornsrev2

3) www.cdproject.net

ingredients of a new, effective climate agreement. The 'Copenhagen Call' was presented to Danish Prime Minister Lars Løkke Rasmussen and Head of UNFCCC negotiations Yvo de Boer and a summary report was distributed to policy makers worldwide. The key message was that with a clear target, accompanied by policies and business incentives to stimulate investments, business will and can deliver the solutions needed. The transformation to a low-carbon economy it not only possible, it also offers a promise of economic growth.

The World Business Summit in May was supported by the Danish government and organised in collaboration with the United Nations Global Compact, the World Business Council for Sustainable Development, The Climate Group, 3C, and the World Economic Forum's Climate Change Initiative. The summit managed to attract 700 participants from business, science and civil society and a long list of significant key note speakers including Ban Ki-moon, Yvo de Boer and Al Gore.

Novo Nordisk played a leading role in organising the event by providing seed funding to explore its feasibility:

- When we started this journey it almost seemed like a mission impossibe. Today, I'm immensely proud that we managed to gather more than 700 business and thought leaders in a joint call for action on climate change, said Lise Kingo, Executive Vice President and Chief of Staff, on the closing of the event.

Recognising the need for a unified call for action from global business across sectors and regions Novo Nordisk has signed up to the United Nations-supported statement, 'Caring for Climate: The Business Leadership Platform'[4]. Novo Nordisk is also a signatory to the Bali Communiqué, the Poznan Communiqué and the Copenhagen Communiqué of the Prince of Wales Corporate Leaders Group on Climate Change[5].

Value creation 2004-2009

Largely driven by corporate responsibility, our 1st generation climate strategy did not rest on a conclusive business case when it was framed. In addition, the key business case assumption - that early and voluntary action will make the business better prepared for a carbon-constrained future still remains to be quantified, if it ever will be. While most analysts agree that carbon will be 'increasingly costly', COP-15 has created great uncertainty around the actual, future cost of carbon, globally and regionally, and the direction of future investment and capital flows.

Still, looking at the first five years of climate action the business case is positive, in particular when it comes to cost savings, employee engagement, stakeholder trust and reputational value – and, not least, the societal impact of avoided carbon emissions.

Value to business

- Novo Nordisk has invested approximately 21 million USD in climate action of this 20 million USD in the energy saving programme
- Since 2004, the energy savings have realised a total of 24 million USD in cost savings corresponding to a 10% reduction in global energy consumption
- Half of all energy saving projects are paid back in less than one year
- Average pay-back is 1.9 years
- The energy savings conducted from 2004-2009 will continue to yield annual cost savings of approximately 8 million USD in the future
- Carbon-neutral electricity supply in Denmark accounting for approximately 60% of global carbon emissions from production
- Intangible value of future risk mitigation, employee engagement, trust and reputation

Value to society

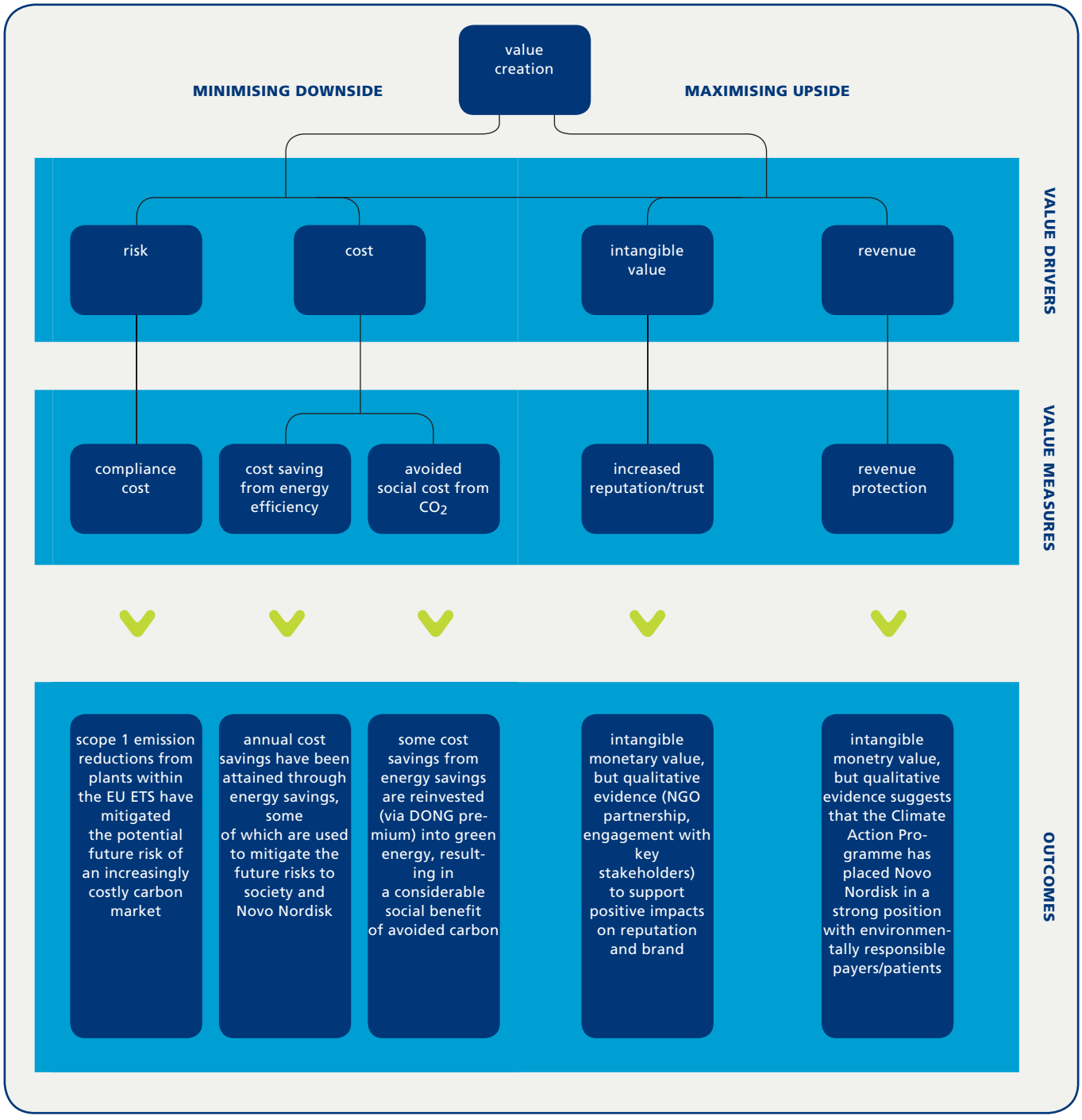
- 28,000 tons CO_2 reduction achieved by the end of 2009 through the energy savings programme equivalent to around 4,500 fewer cars on the road every year
- At the end of 2009, an additional 50,000 tons CO_2 reduction had been achieved through sourcing of wind power equivalent to taking a further 8,000 cars off the road every year
- With the DONG Energy partnership Novo Nordisk pushed the building of the world's largest off-shore wind farm Horns Rev II which will supply power equivalent to the annual electricity consumption of 200,000 households
- New business model developed driving the market for renewable energy. Some 30 new partnerships have been inspired by the Novo Nordisk model

The value creation is summarised in the model developed by Accenture and Novo Nordisk:

4) www.unglobalcompact.org/Issues/Environment/Climate_Change/

5) www.copenhagencommunique.com

six key measures are in scope for demonstrating value to Novo Nordisk and society



CAP = Climate Action Programme.

GVA = Gross Value Added.

ESP = Energy Savings Programme.

Partnerships drive innovation

Recognising the cross-cutting nature and the complexity of climate change, Novo Nordisk has taken a partnership approach. The partnership with the WWF Climate Savers programme made us raise the bar a bit higher than we would otherwise have done, and search for innovative ways of achieving the 10% reduction target. The partnership with DONG Energy is a result of this.

Energy efficiency potential is overlooked

While development of new technology is crucial, the potential in increasing efficiency of existing technologies and processes is often overlooked. Our experience is that an ambitious reduction target and a systematic energy screening process can increase energy efficiency significantly.

cLEAN® and carbon management walk hand in hand

With cLEAN® we lower the energy consumption per unit produced and decrease the need for building new production facilities. cLEAN® alone accounts for two thirds of the reduction between the worst case scenario and the 10% reduction scenario.

Engaged people drive performance

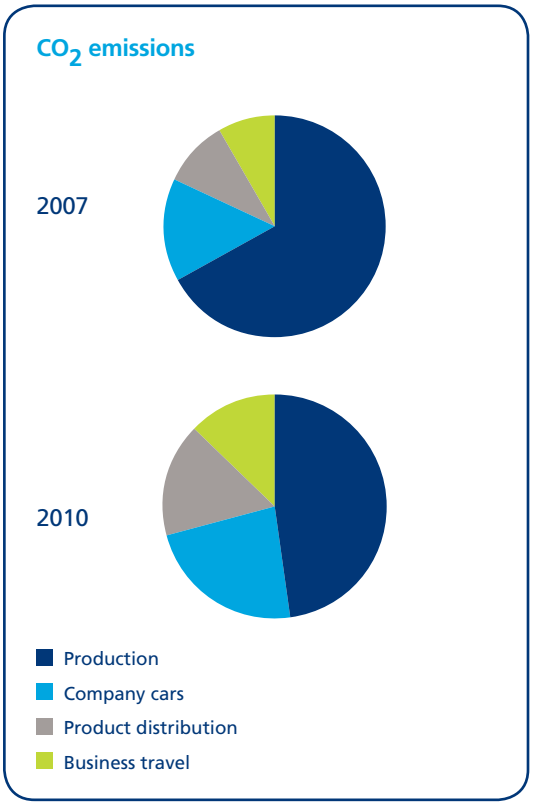
Energy efficiency has two sides: Technology and behaviour. Technology will take us a very long way, but we also need to encourage a truly energy saving mindset. Investing in people engagement is key to success.

the challenges ahead

An integrated approach

When the 4th Assessment Report of the UN Intergovernmental Panel on Climate Change (IPCC) was issued in 2007, world opinion moved from a state of some scientific uncertainty to wide-spread scientific consensus that climate change is happening and is clearly related to human activity. Since then, several studies have adjusted and updated the findings of the IPCC. While specific errors in the work of the IPCC have been disclosed, most of these studies[6] conclude that the impact of climate change is in fact underestimated by the IPCC and that climate change is getting far worse, far faster than predicted. While the UN Climate Summit in Copenhagen did not deliver the global regulatory framework that we felt needed, it did achieve global consensus on the need to safeguard a 2°C threshold on global warming.

Faced with the uncertainty around the global regulatory framework post 2012, business is increasingly seen as the key to tackling climate change.



Expanding scope

During 2010 we are framing our 2nd Generation Climate Strategy. Within our own operations we aim to continue to drive improvements in Scope 1 and 2 emissions and extend to Scope 3. In November 2009, executive management approved extending the scope of Novo Nordisk's climate action programme to include emissions from transportation throughout global operations. Estimates indicate that in 2007, emissions from company cars, product distribution and business travel corresponded to approximately 50% of emissions from production and hence approximately one third of total emissions. Of this quantity, 45% stems from the car fleet, 30% from product distribution and 25% from business travel.

6) Synthesis Report, Climate Change, Global Risks, Challenges & Decisions, University of Copenhagen, 2009
'Detection and Attribution of Climate Change: A Regional Perspective', UK Met Office, February 2010

Exploring the climate and health touchpoints
Looking outside our company gates and beyond our immediate sphere of influence, we are currently looking into the merging of the climate, development and global health agendas. The interrelations between the global climate and health challenges are multiple and complex. Two touchpoints are particularly relevant from our perspective:

Western lifestyle with urbanisation, high calorie-diets and physical inactivity is a root cause of climate change as well as lifestyle disease.

The urgent need for this generation to transform the way we produce, consume and live is accentuated by the fact that global average income is on the rise and that the world's population is expected to count 9 billion by 2050 which is 2.2 billion more than 2010[7].
A recent report on the links between car use, climate change and obesity published by the Institute for European Environmental Policy (IEEP) demonstrated that car use has eroded the role of walking in the UK, and is therefore a significant contributor to the obesity crisis[8].

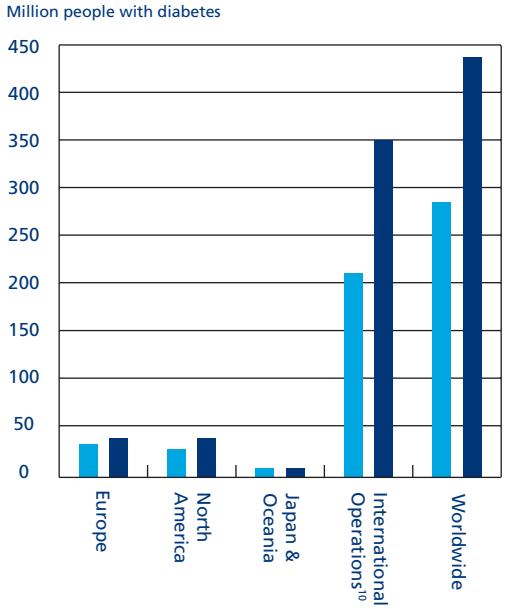
> "To date the focus has been on mitigation strategies. However this needs to be balanced with adaptation measures, given we are already going to get some temperature increases. Novo Nordisk needs to be building in resilience by factoring in potential direct operation impacts, those in it's supply chain, as well as those associated with changing diabetes trends.
>
> My-Linh Ngo, Director,
> Henderson Global Investors

> "Much of the present high calorie density food production has a massive carbon footprint and requires wasteful amounts of energy and water.
>
> Professor James, Chair of the UN Commission on the Nutritional Challenges of the 21st Century

While the trend is still emerging, there is a growing understanding of the potential positive impacts of climate mitigation strategies on public health and vice versa. A recent article in the Lancet[9] suggests a potential 6–17 % reduction in the total diabetes disease burden in Dehli as a result of a transition to more active travel. Recognition that mitigation strategies can have substantial benefits for both health and climate protection offers the possibility of policy choices that are potentially both more cost effective and socially attractive than are those that address these priorities independently.

7) United States Census Bureau
8) Davis, A. et al. Unfit for Purpose: How Car Use Fuels Climate Change and Obesity, Institute for European Environmental Policy, August 2007
9) 'The health benefits of tackling climate change', The Lancet, 2009

Diabetes burden



Diabetes currently affects 285 million people worldwide and, if growth goes unchecked, is expected to soar to 435 million cases by 2030[11]. Each year, over a million people die as a result of the disease. Almost 80%[12] of deaths are in low and middle income countries whose populations are experiencing the most rapid increases in prevalence, whilst also being the least able to bear the cost.

Climate change hits the most vulnerable people the hardest, exacerbating the global health challenge and the world's ability to achieve the UN Milennium Development Goals.

There is increasing awareness that those on the socioeconomic margins are also the most vulnerable to climate change and that climate change is multiplying development challenges such as shortage of clean water and food, malnutrition and migration to urban areas. A study suggests that half of the world's population could face severe food shortages by the end of the century because rising temperatures take their toll on farmers' crops[13]. Initiatives – public or private – that can help people maintain or raise their incomes, improve their health or their productive capital base otherwise, will need be prioritised.

> Climate change will act as a multiplier of existing threats to food security. The implications for people who are poor and already food insecure and malnourished are immense.
>
> Climate Change, Food Insecurity & Hunger, IASC Task Force on Climate Change

10) International Operations = Asia, South and Latin America, Africa, including the BRIC economies Brazil, Russia, India and China

11) Figures taken from IDF Press Release / 19 October 09

12) World Health Organisation – Factsheet 312, published 2009 – 80% estimate refers to 2005

13) Battisti, David S. et al, Historical Warnings of Future Food Insecurity with Unprecedented Seasonal, Heat, Science, 9 January, 2009, www.sciencemag.org

At Novo Nordisk, we regard the realities of climate change as the sustainability challenge and opportunity of the 21st century. Daunting as the challenge may be, climate change may be the best thing that happened in our generation. It forces the global community to innovate and collaborate and as such is an unprecedented opportunity to start a virtuous circle of sustainable innovation and value creation that brings hope for a brighter, more prosperous and healthier future.

We believe that solutions to the complex challenges of climate change lie beyond any single organisation. Creating and delivering sustainable solutions requires unprecedented levels of collaboration, partnership and advocacy across sectors and from different fields of expertise.

We welcome your comments, ideas and questions to our past and future climate strategy.

- There is a call for business to 'do more' in terms of reductions and innovation as well as in terms of climate advocacy. How should we prioritise and how do we make the most value of our future strategy – to business and society?
- So far our focus has been on risk mitigation. What are our business opportunities?
- How can we bridge climate action and access to health initiatives?
- How can we promote sustainable lifestyle change in developed and emerging economies that will benefit public health as well as the climate?
- Climate change discourse is loaded with threats and sacrifice. How can we energise the debate and create exitement about the opportunity of a brighter future?

About the Blueprint for Change Programme

By definition, a blueprint is a guide or plan that gives instructions about how to build or create a new structure. Based on a common methodology, the Novo Nordisk Blueprint for Change Programme aims to assess and communicate how our Triple Bottom Line business principle delivers value to business and society. All topics in the programme explore our approach to sustainability and related value creation that:

- Goes beyond – or seeks to go beyond – traditional challenges of incremental improvement, compliance and accountability
- Drives – or has the potential to drive – genuine market transformation through innovative partnerships, products and practices
- Delivers ethical robustness and transparency throughout the value chain – or is en route to doing so

Our intent is not to present a final solution. Rather, each paper presents work in progress. Therefore, the presentation of the various topics identifies key areas and questions where feedback is appreciated. Key stakeholders for engagement through this programme are taking an active interest in promoting the sustainability agenda, whether as thought-leaders, investors, members of the financial community, policy-makers, academia, students, current and prospective employees and the media.

For more information, please visit:
http://novonordisk.com/sustainability/How-we-manage/blueprints.asp

Get in touch

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We believe that a healthy economy, environment and society are fundamental to long-term business success. This is why we manage our business in accordance with the Triple Bottom Line (TBL) principle and pursue business solutions that maximise value to business and society.

About Novo Nordisk

Novo Nordisk is a global healthcare company with 87 years of innovation and leadership in diabetes care. The company also has leading positions within haemophilia care, growth hormone therapy and hormone replacement therapy. Headquartered in Denmark, Novo Nordisk employs more than 29,300 employees in 76 countries, and markets its products in 179 countries. Novo Nordisk's B shares are listed on the NASDAQ OMX Copenhagen (Novo-B). Its ADRs are listed on the New York Stock Exchange (NVO).
Novo Nordisk strives to conduct its activities in a financially, environmentally and socially responsible way. This Triple Bottom Line approach enables Novo Nordisk to deliver long-term value to the business and contribute to the global society. The strategic commitment to sustainable development has brought the company onto center stage as a leading player in today's business environment, recognised for its stakeholder engagement and performance within sustainable development. Novo Nordisk is listed in the 2009/2010 Dow Jones Sustainability Indices and has been rated gold class in the SAM classification.
For more information, visit novonordisk.com/sustainability.

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