

Novo Nordisk Norway AS

Diversity & Inclusion Report 2025 Novo Nordisk Norway AS





Table of Contents

Table of Content	2
Purpose	3
Our People	4
Salary Decisions	5
Recruitment	6
Inclusivity	7
Development	8
Work Life Balance	9

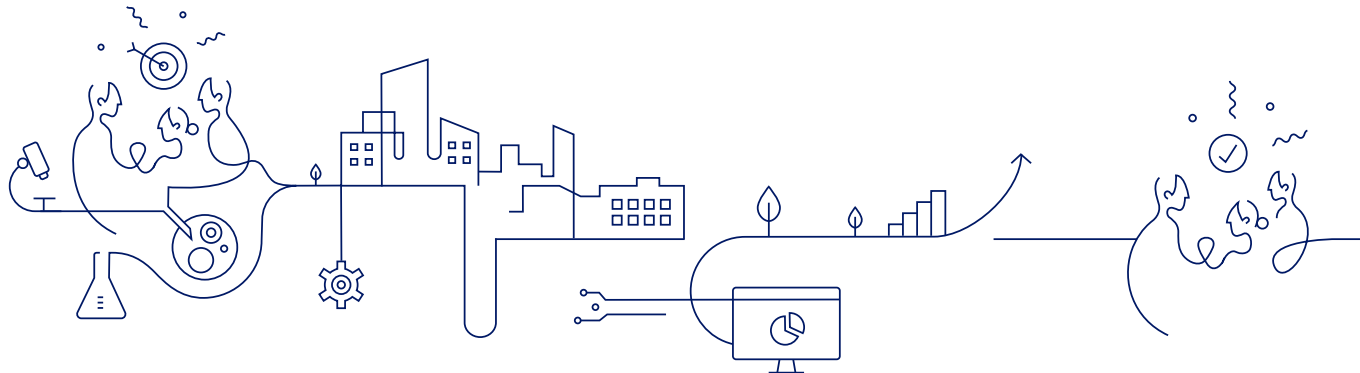
The Purpose of this Report

In Novo Nordisk Norway we work for equality, and against discrimination on the grounds of gender, pregnancy, parental or adoption leave, ethnicity, religion, gender identity, or any combination of these. The purpose of this report is to shed light on how we actively work to prevent discrimination, and to illuminate any potential for improvement.

In the Norwegian affiliate, diversity & inclusion are central to our company culture, so that we can truly be a sustainable employer.

This report has been prepared in accordance with Section 26 of the Norwegian Equality and Anti-Discrimination Act (Likestillings- og diskrimineringsloven)

To read more about our global aspirational targets, you can visit: [Our diversity & inclusion policy](#)



Assessment

HR and employee representatives have reviewed all the company's policies on various personnel areas. The investigation was carried out in Q1 of 2026. We examined the physical conditions to see if they were suitable for impairment and employees with special needs. In addition, we reviewed the cafeteria to see if allergies and diets were labelled.

To assess the work environment and health and safety conditions, a workplace environment survey and HSE (Health, Safety, and Environment) survey have been conducted.

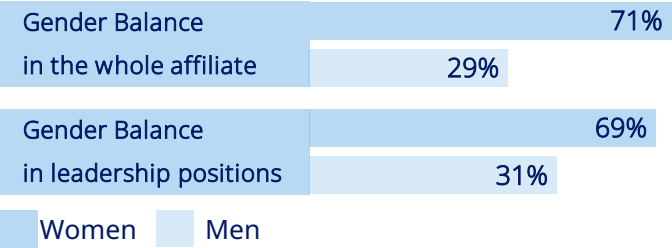
To assess well-being, work-life-balance, inclusion, diversity, stress and development, we yearly conduct an employee survey, which we call EVOLVE.

To assess salary, bonuses and pay gap we annually conduct a Post One Review.

Our People

In the following section, you will find data regarding our gender balance, and different types of employment in the Norwegian Affiliate for 2025.

Gender Balance in the Norwegian affiliate per December 2025



Gender representation:

- 25 men and 61 women working in the affiliate in December 2025
- Men are underrepresented on an organisational level (29% men)
- There is awareness and room for further development within male representation.

The Board of Directors per December 2025 consists of 2 members



External Consultants in Norwegian affiliate per December 2025

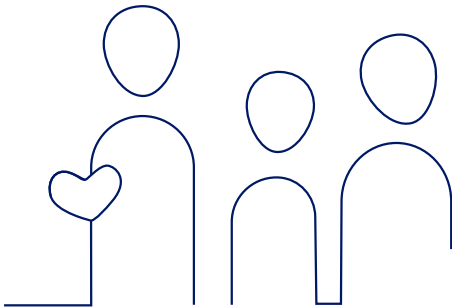


General Manager in the Norwegian affiliate per December 2025



Part-time and parental leave:

- All part-time employees are student assistants voluntarily hired on a part-time contract.
- There are 6 females, and 7 male students hired on a part-time contract.
- All employees are hired as full-time employees on permanent contracts, except employees hired as a parental leave or sick leave cover.
- In 2025, there was an increase in employees on parental leave with 4 employees registered throughout the year.



Salary Decisions

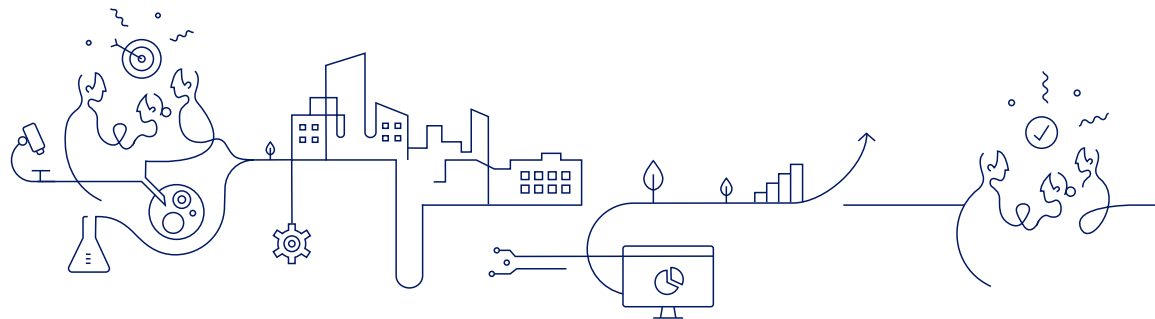
Pay Gap in Novo Nordisk Norway in December 2025

Representing difference in gender pay gap between men and women

5%

in favour of men

This number is based on all employees working in the affiliate in December 2025, including leadership team and general manager.



At Novo Nordisk Norway, it is important for us that all employees receive the right salary for their work, regardless of gender, and this is something we work actively and continuously towards.

Here are some actions we take to ensure equal pay for equal work:

- We use job specific salary ranges that are aligned with local industry benchmarks to ensure equal pay for equal work.
- Employees who are or have been on parental leave will be assessed in wage negotiations in the same way as other employees.
- We map gender balance and parental leave once annually.
- All employees have an annual salary review.
- All employees now have access to view their salary range through the new transparency act in 2025.
- We cross-functionally align and analyse individual bonus evaluations annually to avoid biases.

Recruitment

In Novo Nordisk Norway, we commit to an inclusive recruitment process and equality of opportunity for all our job applicants. Our recruitment processes therefore conducted as such:

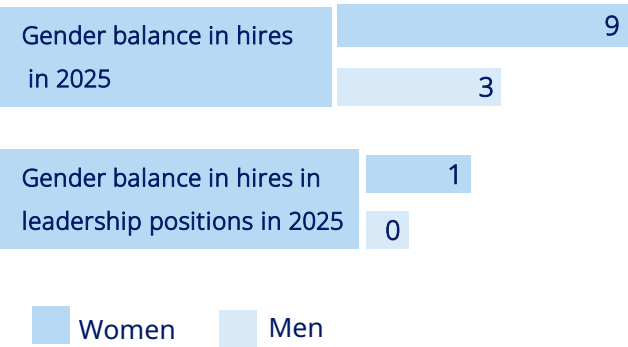
Job Analysis

We conduct a thorough job analysis with job requirements. We only hire employees who meet the relevant job requirements and are a match with the job analysis to ensure fair recruitment.

Unconscious Bias Training

In 2025, new recruiting managers attended a general recruitment course, fousing on uncounscious bias and ensuring the recruitment process is conducted fairly for all candidates. Everyone attending the recruitment process needs to do a training on bias.

Overview of recrutiments in 2025



Advertisement

Advertisement of vacancies is done as broadly as possible. We ensure this by having several example templates to use for inspiration and guidelines on what should and should not be included.

As a main rule vacancies are posted internally and/or externally, allowing internal applicants to apply. However, exceptions can also be made based on the overall business situation and individual role.

We evaluate all relevant applications regardless of gender, nationality, and other backgrounds.

The interview process

To ensure that the interviews are as similar as possible for all candidates and that no questions asked are irrelevant or illegal, we have created templates for interviews and reference checks.

We include several people, and a global talent acquisition team, in the recruitment process to avoid bias and to secure a fair recruitment process. The recruitment panel should always contain both women and men.

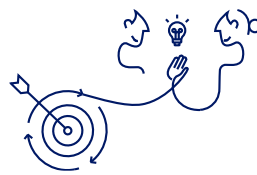
Inclusivity

Creating a safe and including working environment for the employees in the Norwegian Affiliate

- Last year the Environment, Health & Safety portal (EHS) was presented to our employees to report matters worthy of criticism, e.g., harassment. Twice a year we made sure to remind all employees how to use it.
- We assess our facilitations yearly in an OHS-assessment, to ensure a safe and healthy working environment for all our employees. In 2025 we also did a renewal course on fire safety routines in the office.
- Following new guidelines coming in 2026 regarding psychosocial work environment in the Norwegian Working Environment Act (AML) we added 3 additional questions in the Workplace Assessment. These ranged from work-life-balance, support from the environment, and ability to meet workplace demands.
- In April we had *Facilitation week*, where a third party in Novo Nordisk reviewed different strengths and weaknesses of our company culture up against the Novo Nordisk Way.

Highlights on inclusion from EVOLVE-survey:

- **88%** agreed to the statement: My team has a climate in which diverse perspectives are valued.
- **82%** agree to the statement: I feel free to speak my mind.
- **79%** agreed to the statement: I feel like I really belong at our company.
- **63%** agreed to the statement: There is an equal opportunity for people to have a successful career at the company



Inclusion & Workplace Accommodation

At Novo Nordisk Norway, we are committed to creating an inclusive culture that celebrates the diversity of our employees, our patients and the communities we operate in. Here are some of the actions we take to facilitate this:

- Our office is designed to accommodate employees with disabilities.
- We provide work equipment and ergonomic solution that are inclusive for disabilities, pregnant and breastfeeding women, such as adjustable chairs and desks, lamps etc.
- Access to the office, sanitary facilities and work equipment are provided so that employees with disabilities can work with us.
- The canteen offers a large selection of food, and allergens and dietary preferences are accommodated and labelled.
- At all internal events, we ensure that everyone can participate regardless of any matters of importance.
- We are an Inclusive Workplace (IA) company, which means we prioritize creating a supportive and accommodating environment for all employees.
- At all internal events with stayovers, employees are given separate rooms.
- We use a gender-neutral term for parental leave and encourage both women and men equally to take advantage of the opportunity.
- We introduced new and improved parental leave policies in 2025 to better reflect the situation for employees on leave and also include adoption.
- As an international organisation with multiple nationalities, we are continuously working to create a good balance between Norwegian and English. This ongoing effort aims to ensure effective communication and inclusivity for all employees.

Development

Employee Development

At Novo Nordisk Norway, we are committed to providing equal opportunities for the personal and professional development of all employees, both in the short and long term.

We emphasize equal opportunities for all employees. We actively encourage internal candidates to apply for open positions. For certain roles, we exclusively promote internal opportunities, reflecting our belief in the existing competencies in our organization.

In our efforts to investigate development opportunities, we have found the following results from our **EVOLVE-survey** conducted in 2025:

- **82%** responded favorable to the statement: I am given the opportunity to develop my skills at the company.
- **89%** responded favorable to the statement: My manager provides useful feedback on my performance.
- **81%** responded favorable to the statement: I understand how my performance is evaluated.
- **82%** responded favorable to the statement: My manager supports my skill and career development.

Talent Review and Internal Promotions

Each year we conduct an Organisational Development Plan where we do a Talent Review in each team, to map our local talents and successors.

Moreover, in 2025 we are pleased to announce that two of our employees were internally promoted. Both women. One of the promotions were a student assistant who transitioned to a full-time employee, and another gaining a short-term assignment in another department.

Actions to ensure equal development opportunities:

IDP 	Degreed 	Talk2Grow 
The collaboration between manager and employee in creating an Individual Development Plan (IDP), is one of the actions we execute to ensure and encourage employee development and equal opportunities. IDP is a tool used to identify and plan for an individual's professional development goals. It is a structured process that helps employees to identify their strengths and areas for improvement, set goals, and create a plan for achieving these goals. IDP Engagement P&O held IDP workshops to further engage employees to fill out their E-IDP's and to talk with their manager about their development.	Degreed is Novo Nordisk's internal learning platform that offers personalized learning experiences and resources. Employees can access various courses, training materials, and resources tailored to their development needs. By using Degreed, employees can enhance their skills, gain new knowledge, and advance their professional growth. This platform ensures all employees have the tools and support for continuous learning and development.	Talk2Grow is an internal initiative at Novo Nordisk focusing on career development and equal opportunities for employees. This program provides a platform for employees to engage in open conversations about career growth, skill development, and goal setting. Through these discussions, Talk2Grow aims to foster an environment that promotes equal opportunities for all employees, regardless of background or position. This contributes to ensuring that everyone has access to the necessary resources and support to develop within their professional careers at Novo Nordisk.

Work Life Balance

Assessment

In the 2025 employee engagement survey, employees were asked if they felt able to balance their work and personal life. Among the respondents, 68% were favorable towards the statement, 17% were neutral, and 15% were unfavorable.

Compared to 2024, there has been a 16% decrease in favorable responses, indicating improvement opportunities in this area.



Actions

In Novo Nordisk we aspire to facilitate a flexible working environment. We know that life is anything but linear and balancing what is important at different stages of our career is never easy. That's why we make room for diverse life situations, always putting people first.

- The standard working hours are 37.5 weekly hours excluding lunch.
- Every Tuesday, employees are encouraged to participate in a "Tuesday Walk", during work hours. This initiative aims to provide fresh air and physical activity, fostering a healthier and more productive work environment.
- We offer a flexible home office arrangement where each employee can adapt their work week according to what suits them the best. Where possible, we make it possible for everyone who is in their home offices to attend meetings via Teams.
- Meetings are held between 09:00 and 15:00. Every other Friday we have a meeting-free day.
- We have a policy that we do not send emails outside the standard working hours.
- All our internal events with stayovers is located within standard working time, and not during the weekends.
- All employees can read about the work-life-balance rules in the employee handbook.

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Jeppe Boller Theisen, Board Member

Date: June 24, 2026

Signed by:

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Nina Therese Hovland, General Manager

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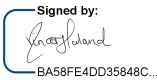
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Nina Therese Hovland
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General Manager

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If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

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How to contact Novo Nordisk:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: coupasysmgmt@novonordisk.com

To advise Novo Nordisk of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at coupasysmgmt@novonordisk.com and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

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To withdraw your consent with Novo Nordisk

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to coupasysmgmt@novonordisk.com and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

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- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Novo Nordisk as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Novo Nordisk during the course of your relationship with Novo Nordisk.

NOTICE OF PERSONAL DATA PROCESSING

Novo Nordisk A/S is required by law to protect your personal data. This Notice explains how we process (e.g. collect, use, store, and share) your personal data. We will process any personal data about you in accordance with this Notice and with applicable law.

1. WHO ARE WE?

The company responsible for processing your personal data is:

Novo Nordisk A/S

Novo Allé 1

2880 Bagsværd

CVR Nr. 24256790

Tel: +45 4444 8888

You can always contact Novo Nordisk A/S or the Novo Nordisk Data Privacy Officer at privacy@novonordisk.com with questions or concerns about how we process your personal data.

2. HOW DO WE COLLECT PERSONAL DATA ABOUT YOU?

We get your personal data from the following sources:

- From you directly

3. WHY DO WE PROCESS YOUR PERSONAL DATA?

We process personal data about you for the following purposes:

- Business transactions, in particular execution of agreements with our suppliers, customers and other business partners
- To meet legal, financial and regulatory obligations

You are not required to provide us with your personal data. If you do not want Novo Nordisk to use your personal data, we will not be able to use electronic signature for your transactions.

4. WHAT PERSONAL DATA DO WE PROCESS ABOUT YOU?

For the purposes described above in Section 3, we may process the following types of personal data:

- Contact information (name, address, telephone number, email address);
- Work information (initials, e-mail address, job title, telephone number);
- Signature;
- IP address

5. WHY ARE WE ALLOWED BY LAW TO PROCESS YOUR PERSONAL DATA?

Our processing of your personal data requires a legal basis. By law, we are allowed to process your personal data described above in Section 4 based on the following legal bases:

- The processing is necessary for our legitimate interests. The legitimate interests are entering into contracts efficiently and ensuring documentation for our business transactions.

6. HOW DO WE SHARE YOUR PERSONAL DATA?

We may share your personal data with:

- Suppliers or vendors that assist our company (e.g., consultants, IT service providers, financial institutions, law firms, license partners)
- Other Novo Nordisk entities (e.g., Novo Nordisk affiliates in other countries)
- Public authorities

7. WHEN DO WE TRANSFER YOUR PERSONAL DATA OUTSIDE THE EU/EAA?

For the purposes described above in Section 3, we transfer your personal data to countries outside the European Economic Area (EEA). The level of data protection in certain countries outside the EEA does not conform to the level of data protection for personal data currently applied and enforced within the EEA..

We therefore use the following safeguards, as required by law, to protect your personal data in case of such transfers:

- The transfer is to a Novo Nordisk entity covered by Novo Nordisk's Binding Corporate Rules, available at <https://www.novonordisk.com/content/dam/nncorp/global/en/data-privacy/novo-nordisk-binding-corporate-rules.pdf>
- The destination countries are deemed by the EU Commission to have an adequate level of protection of personal data
- We have entered into Standard Contractual Clauses for the Transfer of Personal Data to Third Countries. You can get a copy of the Clauses by contacting us as described in Section 1

8. HOW LONG WILL WE KEEP YOUR PERSONAL DATA?

We will keep your personal data for the following period of time:

- For a period of 10 years from the date of signature, and in case of healthcare regulated contracts, 50 years

9. WHAT ARE YOUR RIGHTS?

In general, you have the following rights:

- You can get an overview of what personal data we have about you
- You can get a copy of your personal data in a structured, commonly used and machine-readable format
- You can get an update or correction to your personal data
- You can have your personal data deleted or destroyed
- You can have us stop or limit processing of your personal data

- If you have given consent for us to process your personal data (see Section 5), you can withdraw your consent at any time. Your withdrawal will not affect the lawfulness of the processing carried out before you withdrew your consent

- You can submit a complaint about how we process your personal data to a Data Protection Authority.

Under applicable law, there may be limits on these rights depending on the specific circumstances of the processing activity. Contact us as described in Section 1 with questions or requests relating to these rights.