

2023

Listen,
Learn
and Act

A REPORT FROM NOVO NORDISK INC.
ON OUR DIVERSITY, EQUITY, INCLUSION
& BELONGING JOURNEY.



Welcome Letter



DOUG LANGA

EXECUTIVE VICE PRESIDENT,
NORTH AMERICA
OPERATIONS AND PRESIDENT
OF NOVO NORDISK INC.



AYANA CHAMPAGNE

HEAD OF NORTH AMERICA
OPERATIONS (NAO) PEOPLE &
ORGANIZATION

Last year, we proudly shared our first ever Diversity, Equity, Inclusion & Belonging (DEI&B) Report to highlight the efforts of the more than 4,000 Novo Nordisk Inc. (NNI) employees in the U.S. who are bringing our DEI&B Ambition to life. This year, we reflect on the changes we've made and the progress we've achieved.

Supported by our **100-year heritage** and with a commitment to expanding our science and innovation into new disease areas with great unmet needs, NNI strives to drive meaningful change for our employees and the patients and communities we serve.

Ingraining a DEI&B mindset into the fabric of our business strategy and how we work and treat one another is critical to our path forward and our future success. It is also intrinsic to who we are as a company as part of the **Novo Nordisk Way** – a set of guiding principles that underpins every decision we make.

Within this report, we are proud to feature the people and programs that represent how DEI&B has been embedded into our business while showcasing the investments we've made in our culture to ensure we're approaching DEI&B with a holistic mindset. Our focus remains on **Our People & Culture, the People & Communities We Serve** and **our Citizenship & Sustainability**. As we celebrate our 100th year anniversary this year, we're also proud to share inspiring facts about NNI throughout the report.

As we look ahead to the next 100 years, we remain more committed than ever to our **DEI&B Ambition** – to embed a shared belief and lived commitment that empowers all of us to embrace differences, listen, learn, act, be bold and push boundaries and achieve our purpose. And as we further our DEI&B Ambition with transparency and accountability and **drive change for generations to come**, we hope you will be inspired by our journey.

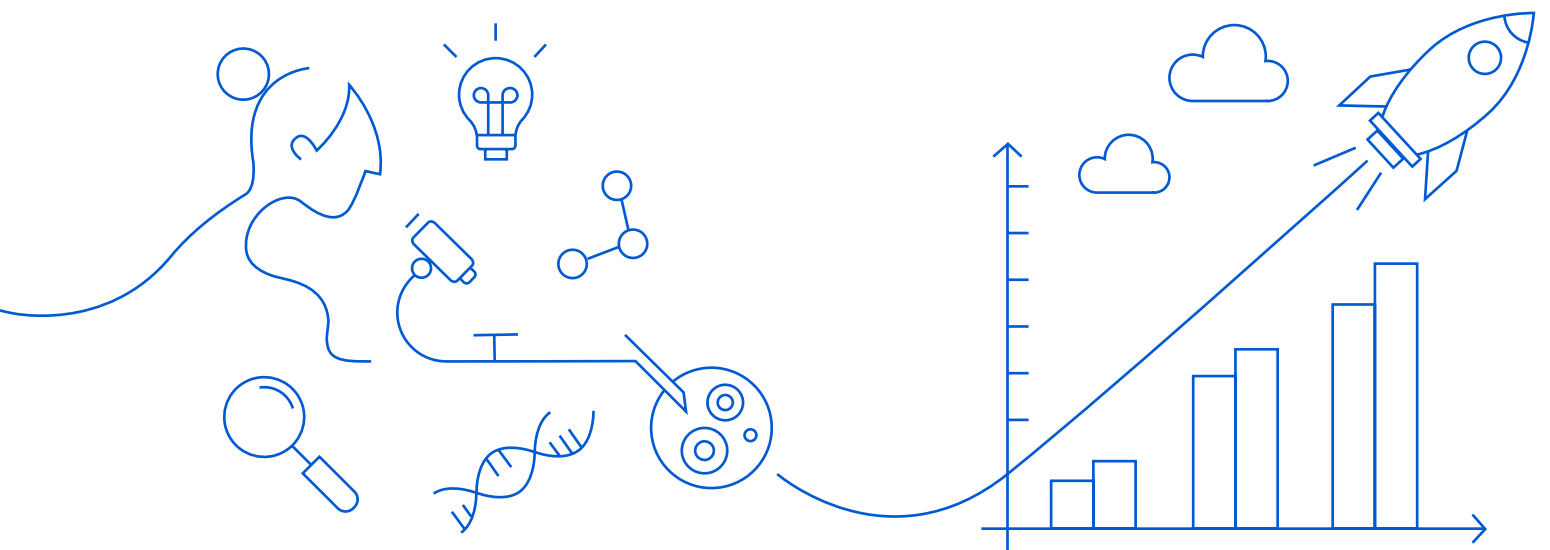
Thank you,

Doug Langa and Ayana Champagne

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Bringing Our Ambition to Life



Since the launch of our Ambition in 2022, we have taken a holistic approach to further embed DEI&B in our business strategy and working culture – leveraging traditional and non-traditional approaches to bring it to life across three key areas of focus:



Our People & Culture

We foster a culture of respect that encourages wellness, growth and the behaviors that drive our future of work



People & Communities We Serve

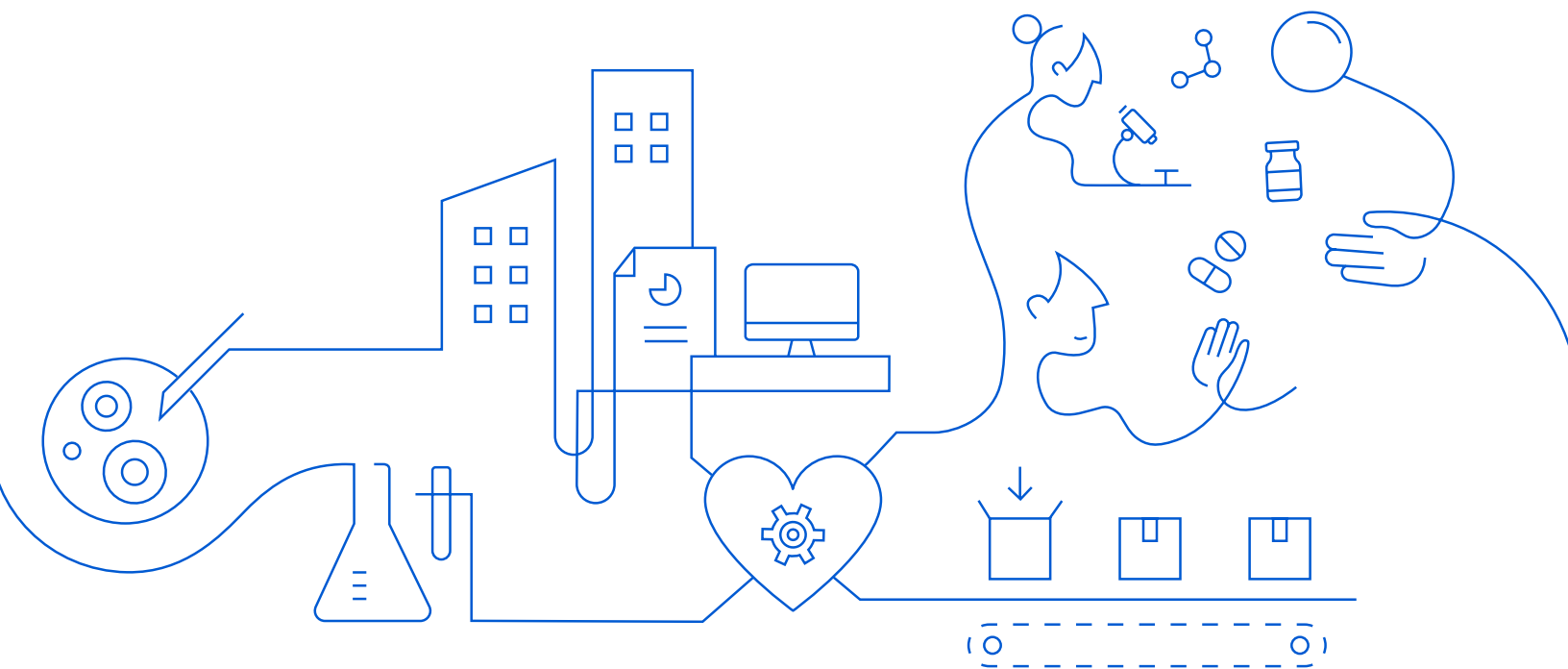
We strive to build healthier lives and communities by embracing the challenge of diversifying the way we represent and support people impacted by serious chronic diseases



Citizenship & Sustainability

We are global citizens with an aim to become a sustainable employer of the future by supporting scientific, patient and humanitarian issues aligned to the Novo Nordisk Way

Our People & Culture





Our People & Our Culture

Our people are our greatest inspiration and the driving force behind our purpose. We're committed to providing everyone in our community with an inclusive environment that fosters their growth, development and wellbeing – and we're making impactful strides.

The proof of our progress is in our annual employee survey results. Since last year's global **Evolve Survey**, we have focused on elevating our culture and workplace experience by engaging employees around the many programs and initiatives featured in this report aimed at reducing stress, improving work-life balance, and supporting meaningful growth opportunities for employees. The result: improvements in our Purpose, Growth, Impact and Inclusion scores – reinforcing that we are on the right path to helping employees feel supported, valued and included.

Since setting our 2026 Representation Aspiration targets last year as part of our diversity commitment, we also saw a remarkable improvement in our annual **Inclusion Pulse**

Survey scores with an increase of four percentage points in our overall Inclusion Index Score and improvements in every category (Belonging, Authenticity, Opportunity, Awareness). Scores were particularly strong across every racial category for women, with the greatest increases seen among Black or African American women.

Employees are also foundational to our ability to be an inclusive and sustainable employer and ensure our business positively impacts society and the environment – by not only supporting a sense of belonging, but also by helping the communities they care about through their volunteer efforts.

We'll continue to keep a pulse on how our employees are experiencing the workplace and our culture, with an eye toward continual progress to achieve our Ambition.

**FACT:**

In 2022, we reached a record level of employee giving, impacting 405 charities in 47 states with Novo Nordisk employees contributing more than 4,000 volunteer hours.



Our 2026 Representation Aspirations

In 2022, NNI announced our 2026 Representation Aspirations – a set of ambitions designed to achieve increased representation across gender and people of color to better reflect the external talent marketplace and the communities we serve, while driving creativity and innovation. Our aspirations were determined by working with a team of labor economists to assess our hiring patterns, outline roles we plan to hire for within the next five years and cross-referencing these determinants with the labor availability in the market. This data informs our recruitment strategies to ensure that we draw exceptional talent from all segments of the marketplace and have the most qualified pool of candidates for any given role.

Since setting our ambition, we have experienced significant organizational growth, with approximately 450 new positions added in the past 12 months.

As a result of this growth, as well as becoming more intentional around identifying and cultivating diverse and inclusive talent pools during this growth phase, **we achieved all five gender and racial diversity aspirations as of June 2023:**



Representation of women in VP+ and People Manager roles



Representation of People of Color in VP+, People Manager and Individual Contributor roles

While this is well ahead of our 2026 goal, our current focus is on continuing to assess and sustain these goals, yet looking beyond the metrics, to cultivate and retain a workforce that embraces a vast array of experiences and backgrounds while supporting employees' well-being, mental health and feelings of inclusion.





“Realizing our goals ahead of schedule underscores how our organization has prioritized achieving greater representation at all levels in the last year – but how we got there is where the true achievement lies. Since setting our aspirations, our leadership has engaged in dynamic and authentic discussions around the necessity of diversity, embracing differences and pursuing the true markers of a strong culture: inclusion and belonging. Grounded in a collective belief that representation matters, we have challenged ourselves to embrace new ways of thinking and working to unleash the full potential of our talent to the benefit of patients and the communities we serve – and that’s where our focus will remain now and in the future.”

Keith Middleton

Vice President, Human Resources - Commercial



Promoting a Culture of Health & Wellness

Integral to our DEI&B Ambition is how we promote a culture of health and prioritize employee well-being at the highest level. In the past year, we have championed wellness across our organization in a variety of ways to not only support the personal and professional growth of our employees, but to cultivate a thriving, innovative environment that drives the development of life-changing therapies and treatments for patients around the world.

Elevating our Leadership Commitment to Wellness

Research shows that when leadership at all levels actively supports wellness initiatives, employee engagement and productivity are positively impacted. A commitment to wellness is also central to how we show up for each other, as embodied by our Novo Nordisk Way core values, and reflected in Essential #8 – we have a healthy and engaging work environment.

In 2023, our Executive Team (ET) and people leaders across NNI participated in trainings on the principles of wellness and mindfulness to help foster a culture

that values health and well-being as cornerstones of our mission to improve patient lives. Our leaders are now equipped with crucial knowledge and tools to champion wellness programs and help their teams manage stress, maintain mental health and achieve a harmonious work-life balance – all essential elements in driving innovation and excellence in our industry.

This executive-level endorsement was instrumental in driving widespread adoption of a well-ness-focused mindset and fostering a genuine commitment to prioritizing well-being across all levels of the company. Following the positive reception of the executive training, various business units expressed interest and requested similar training programs tailored to their leadership teams. This training emphasized the research-backed significance of incorporating wellness initiatives into our business practices, highlighting their positive impact on productivity, inclusivity and alignment with our core values.



“When our leaders showcase tangible ways that they are prioritizing wellness - in others and themselves - it sends a powerful signal that, as an organization, we are upholding our core values and commitments to culture by valuing a balanced approach to work and life. Stress often trickles down from the top, and through these mindfulness sessions, our leaders have become empowered to both serve as role models in its management and to effectively integrate a wellness-based mindset in their team’s day-to-day.”

Jhon Henry Velasco
Associate Director, Diversity,
Culture & Engagement



Integrating a Wellness Mindset across NNI

This past year, we had a goal of further integrating and embedding wellness-focused elements across our organization to ensure we truly embrace a wellness mindset in our ways of working. To achieve this, our DEI&B and Culture team participated in and provided consultation for multiple planning committees and facilitated the incorporation of inclusive language, designated breaks and wellness exercises, notifications on loud noise or overstimulating visuals, and dedicated prayer rooms for individuals observing religious holidays — all designed through the lens of our unwavering commitment to fostering a healthy, inclusive and diverse work environment.

Stress Reduction and Work-Life Balance – Bringing in Outside Expertise

Stress can be a major barrier to employee wellness, satisfaction, productivity and innovation, and by helping employees manage it we set ourselves on a path towards creating a more compassionate and understanding workplace.

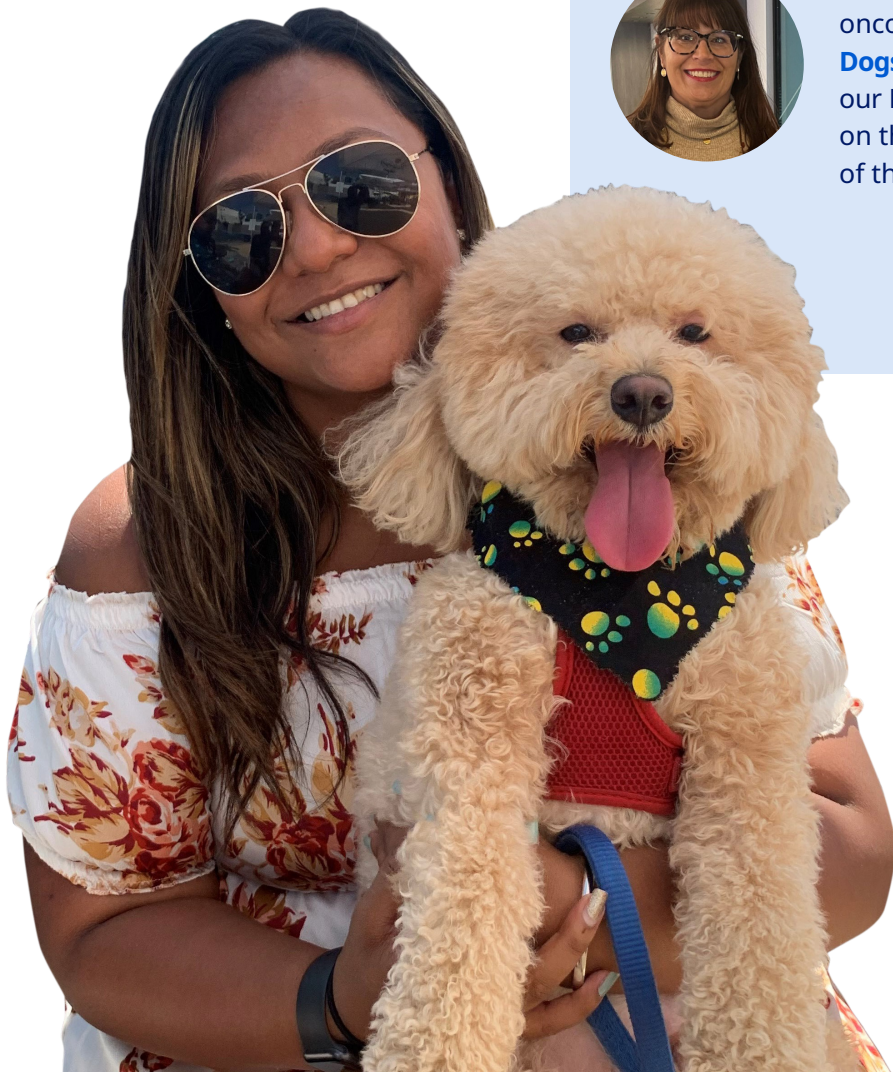
We were honored this year to sponsor two distinguished speakers who shared their invaluable insights on achieving stress reduction and work-life balance:



Sandra Valdovinos-Heredia, a highly respected mental health consultant, speaker and trainer with a national and international reputation for providing specialized mental health services, engaged our team in a thought-provoking discussion about the importance of gratitude in the business world.



Dr. Renee Alsarraf, a renowned veterinary oncologist and author of “**Sit, Stay, Heal: What Dogs Can Teach Us About Living Well**,” captivated our Novo community with her unique perspective on the healing power of dogs and the resilience of the human spirit.






A Holistic Approach to Diversity & Wellness Training

By embedding diversity and wellness topics into the core curriculum of new people leader training and the Apis Academy, we're ensuring that future generations of healthcare professionals are equipped with the knowledge and skills to foster inclusive, supportive and healthy work environments. This proactive approach empowers emerging leaders to champion wellness and diversity initiatives, driving a culture of innovation, collaboration and empathy that is essential for the continued success of our organization and our mission to improve patient lives.

We have also provided comprehensive wellness training for all employees through a diverse range of workshops

on topics such as mindfulness, cultural humility, wellness and stress management – equipping our team members with valuable skills and techniques that not only enhance their personal lives but also empower them to excel in a fast-paced, high-stakes environment.

Research supports the benefits of such training, demonstrating that employees who participate in well-being programs exhibit increased emotional intelligence, empathy and resilience. By investing in our employees' development, we are fostering a more inclusive and supportive workplace culture that drives higher employee retention, improved teamwork, and ultimately, better patient outcomes.



“Investing in and prioritizing our employees and our culture is central to how we live up to the Novo Nordisk Way and remain accountable to each other and the people we serve. By fostering a more inclusive and supportive workplace, we drive higher employee retention, improved teamwork and innovation, and ultimately, better patient outcomes – and we ensure that our values, principles and DEI&B focused ambitions continue to guide everything we do.”

Eric Lasky
VP, People, Culture
and DEI&B





Building Communities for Inclusion

Employee Resource Groups (ERGs) drive our efforts to foster a sense of belonging and build a more diverse, equitable and inclusive workplace, while empowering our employees to take an active role on issues they care about. Our ERGs have amplified their impact this past year through increased collaboration and integration across the different communities they represent.

For example, our ERGs played a critical role in our **2022 DEI&B Global Summit** by sharing perspectives, best practices and tools to inform a pathway forward

for our DEI&B journey – showcasing how intersectionality is a strength when achieving common goals.

This year, we also expanded our **A1Connection ERG** for people living with diabetes, to be inclusive of all the disease areas we now serve at Novo Nordisk, including obesity, cardiovascular disease and more. Its new name, **Living It!**, reflects the ERG's mission to support people living with serious chronic diseases, while providing a platform for their insights and experiences to inform the way we show up for these patient communities.



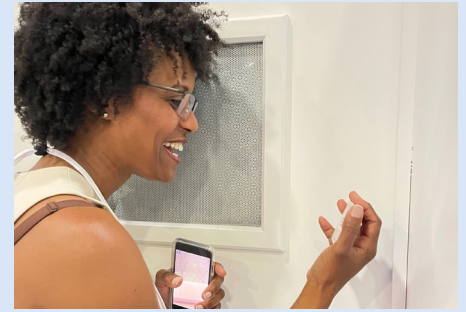
“Since 2016, our A1Connection ERG has focused on people living with diabetes at Novo Nordisk. As our company continues to evolve its strategic focus beyond our 100-year history in diabetes by investing in new therapeutic areas, we believe expanding the scope of the ERG and rebranding as Living It! to be a resource and voice for people living with any of the serious chronic conditions Novo Nordisk serves, makes us more inclusive and enables us to evolve with the company.”

Scott Ross
Founder & Co-Lead
of Living It! ERG





Highlighted here are several other ERGs collaborating and making positive impacts in the last year.



Challenging Unconscious Bias at the 2022 Plan of Action (POA) Sales Meeting

The DEI&B and Culture team hosted the POA Welcome Reception alongside our ERGs where they not only showcased the importance of their work, but also engaged attendees with an innovative “Confessions Booth”. The booth invited two individuals unacquainted with each other to have a conversation, posing predetermined personal and challenging questions to one another from behind a screened wall. The anonymity encouraged genuine listening without preconceived notions or biases based on physical factors, and after several minutes of discussion, each pair had the chance to meet face-to-face and connect beyond the wall, fostering deeper understanding, empathy and new connections uninhibited by unconscious biases.



Turning Adversity into Advantage Employee Event

Assessing the impact of underlying perceptions and implicit biases in the workplace is critical to supporting the development of people from all backgrounds and experiences in an equitable and inclusive way. To further our understanding of the signals, perceptions and stereotypes that often stand in the way of success, several of our employee resource groups, **Novo Asian Pacific Community (NASPAC)**, **Hispanics & Latinos at Novo Nordisk (HoLA)**, **Black Employees at Novo Nordisk**

(BENovo) and **NovoEqual**, collaborated to host an engaging discussion alongside **Laura Huang**, professor at Harvard Business School and author of *Edge: Turning Adversity into Advantage*.

The panel event led to eye-opening reflections on how two individuals who work equally hard might find themselves achieving very different levels of success, and featured a diversity of employee perspectives on how we can ensure a more equitable playing field for all.





Inspiring Resilience

Veterans At Novo Nordisk (VANN) inspired employees and brought awareness for the veteran community on Veterans Day through a moving presentation from Rick Yarosh, a retired Army veteran who suffered burns over more than half of his body and sustained other injuries during a routine military mission. Additionally, to honor those who have paid the ultimate sacrifice, VANN provided employees with a variety of ways to celebrate Memorial Day – allowing everyone to participate in a way that feels authentic to them, including visiting local Veteran memorials or completing the “Murph” exercise challenge.



Experiencing History Firsthand during Black History Month

Black Employees at Novo Nordisk (BENovo) plays a critical role in delivering innovative and engaging programming that sheds light on the lived experiences of communities of color. For Black History Month, BENovo guided employees through an immersive one-hour journey of key historic sites spanning from Washington, DC to Atlanta, GA while sharing the stories of notable black leaders and incorporating special appearances from BENovo members.



Teaming Up with the Special Olympics

Over 400 employees joined the annual NNI Summer Games, sponsored by the **AllAbility** ERG, to welcome Special Olympic Athletes from Special Olympics New Jersey (SONJ) to compete in Olympic-style competitions together. The event embodies AllAbility's mission to raise awareness and funds for individuals with visible and hidden disabilities, while strengthening culture, showcasing NNI's commitment to social responsibility and demonstrating the Novo Nordisk Way in action.



Leveling the Playing Field for Women at Work

In honor of International Women’s Day, **Women in Novo Nordisk (Winn)** U.S. and Women in Novo Nordisk Finance hosted a series of global events and local workshops called, “Local Voices, Global Impact: Equalize the playing field to maximize women’s potential at work.” The events were attended by over 3,000 employees virtually and onsite in Princeton and Copenhagen with a big impact – key insights and recommendations were shared with Executive Management on how NNI can take immediate action to equalize the playing field for women.



A Voice and Resource for Our People with Diabetes

Throughout the past year, **A1Connection** has served as a voice and resource for people living with diabetes. During American Diabetes Month in November, A1Connection sponsored a companywide “wear blue” campaign for diabetes awareness and hosted an in-depth discussion, moderated by a commercial leader, where three members shared their challenges living with diabetes. Another highlight was an event co-sponsored with **AllAbility** focused on “Thriving in My Career While Living with or Caring for Someone with a Disability or Chronic Condition,” which helped us better understand ways we can be allies and more inclusive of people with diverse needs in the workplace.



Promoting Sustainability in the Workplace & Beyond

In 2023, **EMERGE at NNI** took Earth Day to the next level by turning it into a week-long event, encouraging members to come together across the nation and take individual action to make a positive impact on the environment. Through collaborative efforts such as planting gardens, recycling shoes, hosting cleanups of parks and waterways and educating others on the importance of sustainability, EMERGE has fostered a sense of community and belonging among NNI employees and helped drive our overarching Circular for Zero environmental strategy in new and innovative ways.



Learn & Grow

With a commitment to listen, learn and act, our DEI&B ambition is driven by our capacity to embrace diverse perspectives and experiences, especially from underrepresented groups that can help us challenge biases, stereotypes and preconceived notions.

In the past year, we have hosted global and local events, led intimate leadership discussions, launched tailored educational programs designed to address the unique needs of teams and business units and welcomed several external speakers to promote a deeper understanding of diversity issues and how we can invest in the right learning and growth opportunities. Collectively, our efforts have empowered us to broaden our horizons and consistently engage in meaningful conversations and actions to foster empathy, open-mindedness and a culture of inclusivity.



Exploring Race, Privilege and Beating the Odds: 'A Most Beautiful Thing' Documentary Screening and Panel Event

Achieving our purpose to drive change for patients is only possible when we come together as *one team*, united by a common goal to drive change. Our greatest strength lies in our ability to embrace our differences and leverage our unique strengths and capabilities – a theme that is powerfully depicted in the award-winning film, *A Most Beautiful Thing*.

The documentary chronicles a team of young men, many of whom were in rival gangs from the West Side of Chicago, coming together to form the first African American high school rowing team in the U.S. After screening the film for our employees, our **BeNovo ERG** and **DEI&B and Culture team** jointly hosted a panel event with the main character, **Arshay Cooper**, and director, **Mary Mazzio**. The event was both informative and inspiring, with many of our colleagues taking to the mics to share their personal stories of tragedy, resilience and overcoming discomfort to have often-difficult conversations, while also asking challenging and thought-provoking questions that have since helped inform our DEI&B journey.

“As someone who was raised on the South Side of Chicago, hearing our guests and my colleagues open up about how they’ve broken free from generations of trauma, persevered in the face of insurmountable odds and most importantly opened their eyes to new perspectives, was one of the most powerful workplace experiences I’ve ever had. It brought Team Novo Nordisk together in new ways and opened our eyes to the responsibility and ability we all have to overcome differences and stand as allies. The panel left us better than it found us.”

Ayana Champagne

Head of North America Operations (NAO) People & Organization



Cultivating Psychological Safety with Dr. Amy Edmondson

We're committed to creating a work environment where all our employees are empowered to challenge the status quo and freely speak their mind – and that requires weaving trust and psychological safety into the very DNA of our culture.

As part of our broader investment in developing highly capable and inclusive leaders, we welcomed **Dr. Amy Edmondson**, a pioneer and leading expert on psychological safety, to speak with our People Leaders about the role they play in reinforcing a culture of continuous learning and innovation.

The event brought together more than 445 leaders to recognize the ways safety and trust can be eroded, gain an understanding of how to build psychological safe spaces based on individual team and business area needs and embrace approaches for encouraging all team members to share and challenge ideas without fear of retribution. A toolkit was provided following the event, along with access to one-on-one sessions with Dr. Edmondson, to equip leaders with the resources needed to implement the event's key learnings and model the behaviors that align with our DEI&B ambition.



Awards

Our employees are at the heart of everything we do, and we are proud to be recognized for the unique ways we support their personal and professional growth:



Dave Thomas Foundation - 2022 Top 100 Best Adoption-Friendly Workplaces

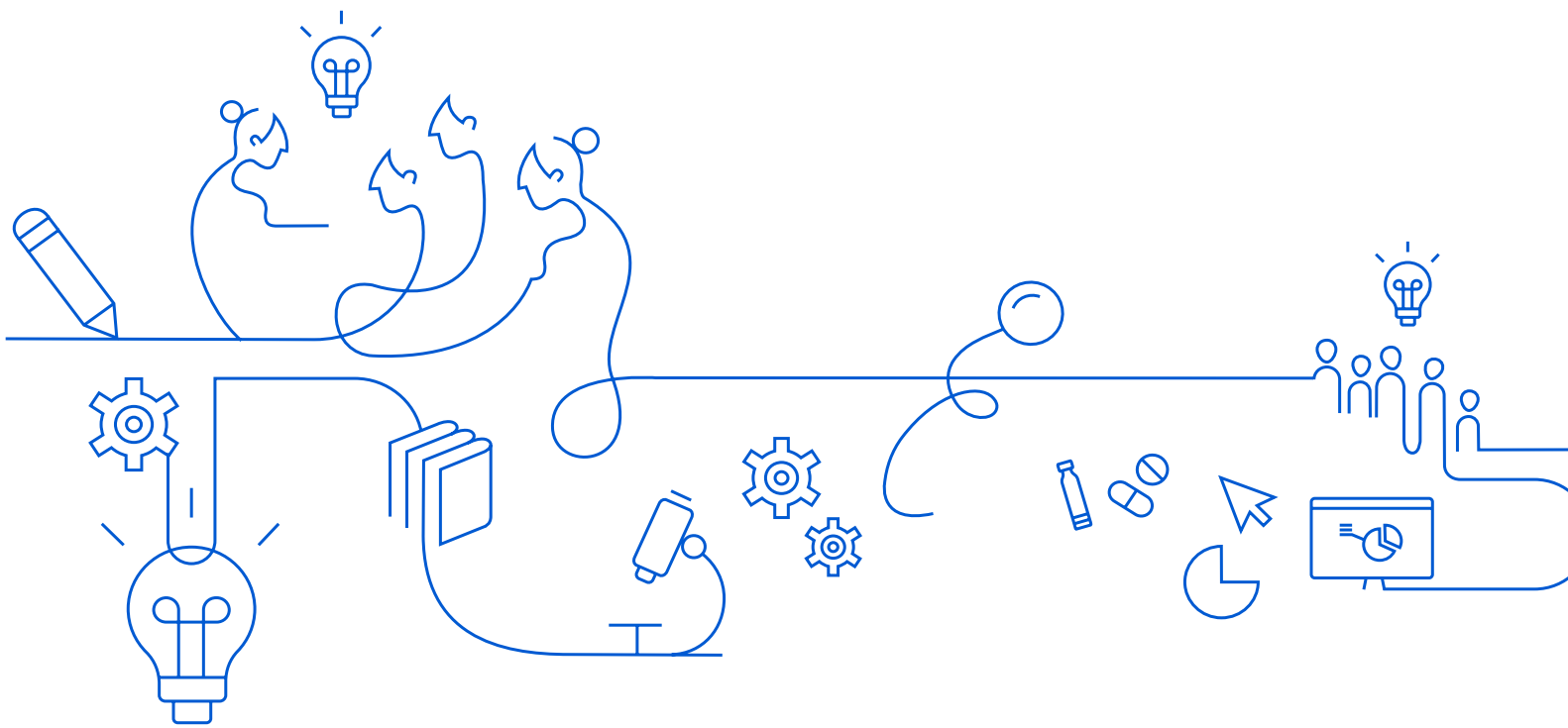


2022 Forbes America's Best Employers for Women



Best Places to Work - Global Best Places to Work 2022

People & Communities We Serve





People & Communities We Serve

Our efforts to build healthier communities extend beyond our medicines. To truly drive positive and equitable health outcomes, we are working to help the most vulnerable and underserved communities overcome barriers to care and elevate conversations around their health. From diversifying our disease awareness resources to increase representation of minority populations and address language barriers, to promoting inclusivity in clinical trials, supporting small and diverse suppliers and combatting harmful stigmas and biases around weight and obesity, these are the ways we are striving to holistically improve health for all humanity.





Diversity in Clinical Trials



Ensuring Equal Access: Diversity, Equity and Inclusion in Clinical Trials

At Novo Nordisk, we believe that everyone should have equal access to innovative medical products, regardless of their demographics, underlying diseases or social factors. We are committed to promoting diversity, equity and inclusion in clinical trial conduct to ensure that the data from our clinical trials reflects the diversity of patients who will use our products – from their race, gender and age to social factors such as educational level and economic status.

To facilitate equity in clinical trial conduct, we engage with a wide range of stakeholders and invest resources to better understand the barriers to diversity in clinical trials and test possible solutions to overcome these barriers.

One example is a recent **large cardiovascular (CVD) outcome trial**. We engaged with a steering committee for the trial, consisting of external experts and Novo Nordisk representatives, to characterize the target population for treatment and identify any enrollment barriers. Although studies indicate a high willingness among ethnically diverse groups to participate in clinical trials,

early recruitment for the CVD trial suggested that proactive measures were needed to ensure diversity.

To address this, we took several steps to ensure that the trial was inclusive and that all potential participants, regardless of their background, had an equal opportunity to enroll in and contribute to the study, including:

- Expanding trial sites in areas with high representation of minorities.
- Providing staff training to minimize unconscious bias and recruit with diversity in mind.
- Offering mentoring support to fellows and new physicians from experienced trial investigators.

Looking ahead, we will continue to prioritize improving the representation of diverse populations and setting inclusion targets when designing our trials to ensure that innovative medical products are developed for diverse populations.



Real-World Evidence

Increasing Transparency Around Representation in Real-World Evidence Data

Our Real-World Evidence team supports diversity efforts within the communities we serve by helping us better understand how different populations respond to treatments in real-world settings, beyond clinical trials.

Through the collection of data from sources such as electronic health records, medical and pharmacy claims data and patient registries, we are raising awareness of underrepresented races/ethnicities in comparison to the national prevalence of diseases, such as diabetes and obesity in African American and Hispanic populations.

To address these disparities, we developed a **Clinical Development & Outcomes Research Real-World Evidence D&I Framework** that promotes transparency in race and ethnicity reporting. Our framework includes a supplementary table in our study reports and manuscript submissions to peer-reviewed

journals, comparing racial and ethnic breakdowns in our data to national epidemiological levels/data. This ensures a more transparent understanding of the populations using our medicines and acknowledges limitations in results reflecting the real-world prevalence of specific diseases.

We've also prioritized discussions with our research vendors about

their ability to report race and ethnicity data, aiming to standardize this practice across our industry and foster inclusivity in our studies.

By evolving the reporting of study results and becoming more responsible researchers, we can increase transparency around the limitations of current data sources and work toward greater diversity and inclusion in the future.





Small and Diverse Suppliers

Strengthening our Small and Diverse Supplier Commitment

Ensuring that we reflect the people and communities we serve in all aspects of our business requires that we not only strive to diversify our workforce but extend this mindset and commitment to our value chain as well.

“100 4 100” Campaign

This year, we set a goal to achieve 100 meaningful touchpoints with small and diverse suppliers throughout 2023, the 100-year anniversary of Novo Nordisk.

The campaign also includes a Supplier Diversity Speaker series for our supplier partners to provide them with access to topics that support their business success and build understanding around our mutual goals.



FACT:

In 2022, 14% of NNI’s suppliers were small businesses

Key Outcomes

To reach our campaign goals, we work closely with our internal stakeholders and affiliates throughout the U.S., who continue to champion our efforts and help drive key outcomes including:

6.7%

of total in-scope U.S. spend is with small business enterprises, above the industry benchmark of 4.2%^

13%

increase in active small business suppliers in 2022

13%

of total in-scope U.S. spend is with diverse-owned businesses, above the industry benchmark of 3.6%

20%

increase in active diverse suppliers in 2022

Meaningful Memberships

Active participation within advocacy organizations that advance the missions of supplier diversity enables us to expand our supplier networks and contribute to programming that guides leadership, equality and advancement of diverse suppliers by sponsoring initiatives such as the **Elevate Black** program focused on development of Black-owned enterprises each year. Organizations include the **Diversity Alliance for Science (DA4S)**, the **Helix industry roundtable** and the **Women’s Business Enterprise Council (WBEC)** of Greater New York.



“Our focus on supplier diversity is a critical way for us to foster a more equitable and sustainable business and promote socio-economic opportunities within historically marginalized communities. By actively seeking out and engaging Small and Diverse businesses, including those owned by minorities, women, people with disabilities, the LGBTQ+ community and veterans, we are tapping into a broad range of perspectives, expertise and ideas that enhance our innovation and patient impact, while helping build a more inclusive society.”

Madhuri Gurjar,
Director - Procurement and Business Services



Consumer Marketing

Bringing Cultural Resonance to Educational & Marketing Materials

Delivering the right care to our patients starts with being inclusive of the diversity of the people we serve – from ensuring they feel understood and represented in our marketing campaigns through the appropriate tone and messaging, to our focus on cultural competency. Patients have unique backgrounds, experiences and cultures, and healthcare providers must understand these differences and the influential role they play in chronic disease management, to better connect with and care for some of the most vulnerable populations.

In the last year, we've expanded our marketing efforts to lead with inclusion, meet people where they are and increase awareness of insights that may impact cultures and communities that are disproportionately affected by chronic diseases, including:

Expansion of Novo Nordisk's **Truth About Weight®** campaign, a comprehensive, web-based resource for people with obesity, to include a new Spanish-language landing page, as well as increased investments in out-of-the-box media approaches to reach African American/Black and U.S. Hispanic communities. This year, we've already reached more than 14 million consumers, with more than one million people visiting a healthcare provider (HCP) after seeing our campaign, showcasing the importance of representative disease awareness.

The launch of the **Impact of Culture** section on Novo Nordisk's **Rethink Obesity®** site, which provides HCPs with resources and tools to help enhance weight-loss discussions with patients from different cultures, develops tailored weight-management plans that patients will adhere to and improves access to materials used by our 600+ field force

featuring diverse patients and HCPs, including patients with obesity from the LGBTQ+, African American/Black and U.S. Hispanic communities. The new section also delves into cultural factors HCPs may consider when having a discussion with their patients about weight-management goals, including food preferences, body image, trust, stress, gender and fatalism.

Multicultural campaigns featuring **Spanish-language materials** on Rybelsus® and Ozempic® for people with type 2 diabetes, including information specific and important to the U.S. Hispanic market such as emotional support, food and traditions and patient stories. By offering doctor discussion guides, patient brochures and other important materials in their native language, we are ensuring our Spanish-speaking patients have the information they need to make informed healthcare decisions.



Shifting the Narrative Around Serious Chronic Conditions

Our work advocating on behalf of patients extends to supporting disease awareness campaigns that help normalize conversations around living a healthier lifestyle. By bringing raw, powerful stories to life about the challenges and stigmas associated with living with obesity, diabetes and other cardiovascular diseases we can achieve greater inclusivity and understanding around disease management and care to ensure better, healthier outcomes.

From challenging obesity stereotypes in media to increasing access to health resources among populations known to underutilize healthcare, including Hispanic, African American and LGBTQ+ communities, we are helping spark dialogue and creating a sense of urgency around an individual's wellness journey.

The Creative Coalition: Tackling Harmful Obesity Narratives in Mainstream Media

Through this partnership we engaged with leaders and influencers across the entertainment community as well as the general public to empower people with obesity

to discuss weight with a qualified healthcare provider. Our work helped positively influence accurate mentions and storylines about obesity in TV and film while expanding and sustaining an empowered, vocal community through short films, PSAs, influencer partnerships and more.

EMBODIED: A Documentary Changing the Conversation on Weight

The topic of weight and “fatness” is often stigmatized and sensationalized. To shift the narrative around weight to one characterized by empathy, compassion and deeper understanding, we partnered with VOX CREATIVE to create EMBODIED – a documentary film telling the stories of five individuals who are combating weight stigma and living full, authentic lives. The film, which premiered at the 2023 Tribeca Film Festival and was nominated for the TribecaX Film Festival Award, features five cast members including four who represent African American and LGBTQ+ communities.

Following the premiere, four videos were run on VOX's Explainer Series to drive support and interest in the topic of obesity, reaching a diverse audience with nearly one-quarter identifying as multicultural and 5% from the LGBTQ+ community.

My Weight: It's Not About Willpower

To help others on their weight management journey and share information about the challenges of weight loss, NNI sponsored an episode of **My Weight What to Know**, featuring an interview with patient ambassador Reneè with commentary from weight management expert Dr. Holly Lofton. Both Reneè and Dr. Lofton shared real conversations about weight loss – noting that weight isn't your fault and weight loss isn't about will power – which led to high engagement among viewers including members of the African American community.



Get Real About Diabetes: Evolving a Culturally Relevant Campaign for Hispanic Americans

In March 2022, NNI relaunched the Get Real About Diabetes (GRAD) campaign with spokesperson Anthony Anderson, to create a sense of urgency around the connection between type 2 diabetes (T2D) and cardiovascular disease (CVD) risks. While the campaign was highly effective in its reach and impact among targeted groups, engagement from Hispanic consumers was significantly lower, despite the community being disproportionately impacted by these diseases.

To make the connection between T2D and CVD risk more urgent and real within the Hispanic community, we identified unique, deeper layers of insights secured from both Hispanic and African American populations around family dynamics, cultural barriers and stigmas, and the impacts of word choice. We revitalized our campaign this year with new visuals and messaging aimed to be more culturally resonant.



It’s Bigger Than Me Video Series: Exploring the Realities of Living with Obesity

It’s Bigger Than Me is a grassroots movement supported by NNI aimed at shifting conversations about weight and ending stigma and bias against people living with excess weight and obesity. To help redefine obesity as a complex disease with multiple contributing factors, we launched a web series featuring actress Yvette Nicole Brown connecting with patients, healthcare providers and others impacted by the disease.

The series aims to reach the most vulnerable populations, with Episode 3: Defending Your Right to Lose Weight featuring an interview with Ashlee Marie Preston, who is a media personality, activist and part of the transgender community. The episode explored challenging themes around racism, transphobia, fatphobia and the intersectionality of identity and weight, as well as navigating conflicting and unsolicited advice around weight and body image, to help unpack the reality of managing the disease.



FACT:

Queen Latifah joined the “It’s Bigger Than Me” campaign that aims to educate people about obesity as a clinical condition in 2021.



Engaging Men Around Weight Management through Sports

Qualitative research indicates that men want support for their weight but feel uncomfortable discussing it. Overcoming stigmas around weight, broadening awareness of obesity as a chronic disease and encouraging dialogue between men and healthcare practitioners isn't work that can be done in a silo.

In the past year, we've become more intentional and inclusive around who we work with – allowing us to establish and elevate several strategic partnerships with athletes and sports organizations to bring conversations around weight management to the male population in an organic and authentic way.



Philadelphia Eagles – Tackle Your Health: In partnership with Hall of Fame safety, Brian Dawkins, and other pro athletes, this program helped encourage conversations around better health in Philadelphia, an area highly impacted by diabetes, obesity and other cardiometabolic conditions. Together, we launched a health and wellness platform designed to educate the community around risk factors and support individuals in seeking medical care, while leveraging the Eagles alumni network to connect and activate fans around their wellness journey.

Baltimore Ravens – Purple Ticket to Health: We teamed up with the Ravens and the Government Employees Health Association (GEHA) to empower the Ravens' "Flock" to take steps toward achieving a healthier lifestyle by completing a short health assessment for a chance to win Ravens prizes and providing health screening at football games.



Huddle Up: Let's Talk Obesity

When the National Football League Alumni Association (NFLA) found that over 60% of its members were living with obesity or overweight, we partnered to launch Huddle Up: Let's Talk Obesity, a public service campaign designed to empower communities to talk about obesity without shame or fear. By curating a library of real stories, partnering with NFLA Ambassadors, launching a wellness challenge, sharing educational tools and resources, and initiating integrated marketing campaigns, we've helped awaken the need to talk about weight openly among millions of people impacted by obesity.



Campaign Impact:

Now in its third year, the campaign saw **360M+ impressions** across media, NFLA social media and newsletters and *Truth About Weight* sponsored posts in 2023

Engaged with **dozens of alumni** during the annual Wellness Challenge in a 'train to maintain' program to lose weight and keep it off

Forged relationships via the NFLA with **National Alliance on Mental Illness (NAMI), American Diabetes Association (ADA), American Heart Association (AHA)** and **#SameHere**, expanding the Huddle into other diseases beyond obesity

Hosted webinars to interact and engage with NFLA members including:

How Weight Impacts Health, featuring Dr. Holly Lofton and NFLA Ambassadors Ottis Anderson and David Blaha

Reversal of Type-2 Diabetes with Weight Loss, featuring Dr. Holly Lofton and NFLA Ambassadors Reggie Brown and Michel Faulkner

At **Super Bowl LVII**, we leveraged the biggest sports event of the year to help former NFL players, football fans and the general public understand the impact of weight on their overall health. The results:



21 million

PSAs featuring Hall-of-Famers seen by **21 million people** on social media



29 interviews

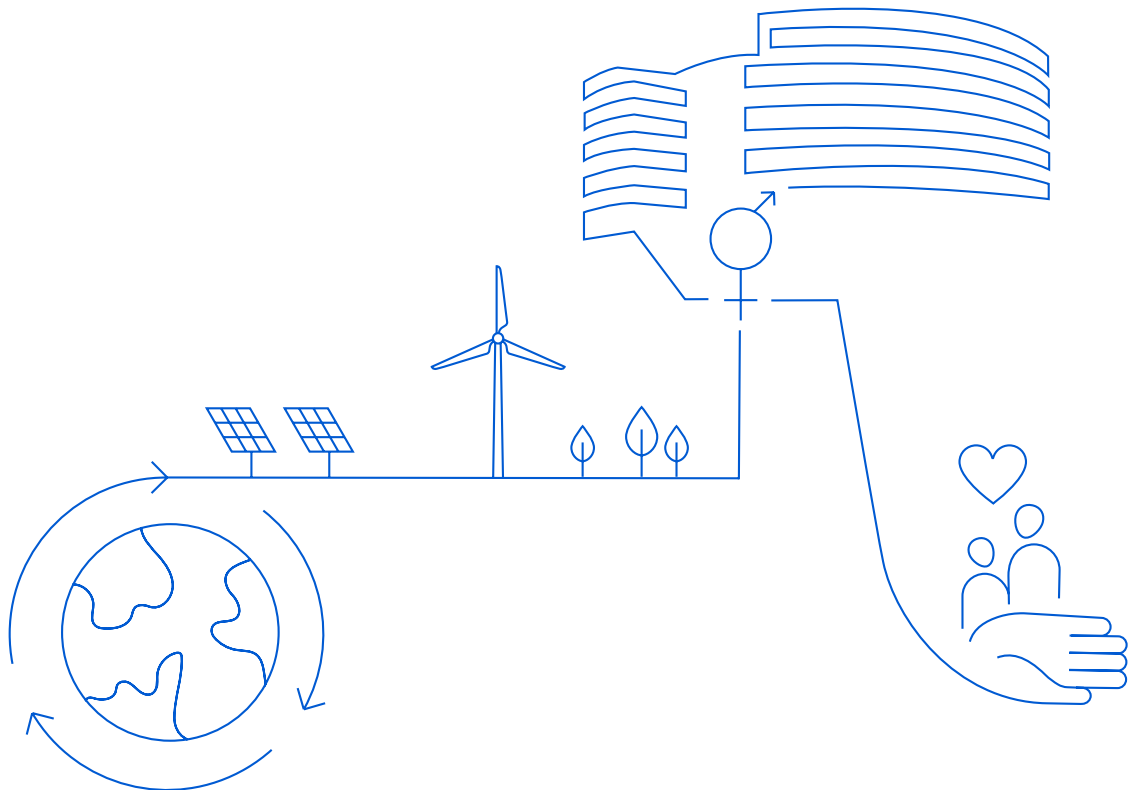
conducted with **6 high-profile players**, resulting in a 445% increase in reach since 2022



Won

the **2022 'SABRE Award'-Marketing to Men**

Citizenship & Sustainability





Citizenship & Sustainability

As a global citizen committed to positively impacting patients' lives, NNI is effecting change on a broader scale by showing up for our communities across the country. This includes investing in meaningful programs for our communities, collaborating with the right partners to promote health equity and inclusivity and much more.





Collaborating to Promote Health Equity and Inclusivity

At NNI, we are dedicated to ensuring the delivery of the best possible healthcare outcomes and recognize that achieving this goal hinges on our ability to reach every individual in need of our medicines. That requires us to address the unique barriers, challenges and disparities often faced by diverse patient populations. By tailoring our solutions to meet the specific needs of different ethnic, socioeconomic and geographic backgrounds, as well as advocating for policies that promote inclusivity and equity in healthcare, we are striving to provide greater access for individuals suffering from chronic diseases.

Most importantly, we're not doing it alone.

We understand the value and necessity of establishing strong relationships with groups and associations that represent and advocate on behalf of the most vulnerable populations we serve. Through our Alliance Development efforts, we collaborate with a diverse range of partners from both the public and private sectors, while maintaining relationships with traditional patient-focused and healthcare practitioner-serving organizations, to address the most significant challenges in healthcare.

Our collaborative initiatives empower us to:

- ✓ Facilitate discussions on obesity care, access and coverage, with a particular focus on understanding and addressing the disproportionate impact of this disease and its associated conditions on communities of color, women and older adults.
- ✓ Amplify the voices of our partners and patient communities around policy and decision-making, in state legislatures, on Capitol Hill and with the Administration.
- ✓ Assemble and support key coalitions that bring together groups united by a shared commitment.



FACT:

The Alliance Development team engages with over 120 different external stakeholders, from patient advocacy groups to leading civil rights organizations, to establish an echo chamber of trusted voices that drive improved treatment and access for patients.




Driving Social Impact in our Communities

Showing up in meaningful ways for the people and communities we serve not only means we strive to reduce the burden of chronic disease for vulnerable populations but requires us to uphold our commitment to conducting business through sustainable, conscious and responsible practices that bring value to society and positively impact people's lives.

In 2022, we launched a new Corporate Sustainability and Social Impact (CSSI) model that is revolutionizing our approach to social impact investing by directly pairing our resources with organizations that are driving community change. Our new model enables community-driven initiatives that:

- Support effective, innovative and culturally competent health education and disease awareness and management efforts.
- Execute community-based interventions that improve access to drivers of health and wellness.



“Our charitable giving is focused on reducing the burden of chronic disease and improving health equity for the most vulnerable communities. We set out to achieve this by working with local partners including community-based organizations (CBOs), health support services and public health entities. Together, we design and deliver tailored programs that meet and reflect the unique needs of a diverse set of communities across the country.”

Jennifer Duck,
VP of Public Affairs





Impact by the Numbers



\$20M+ in grants across the U.S. focused on reducing the burden of chronic disease.



20+ community projects in 12 states.



More than 4,000 employee volunteer hours logged locally and nationally across 405 charities in 47 states, supported by our flexible time for volunteering benefit and company match program.



FACT:

Our work with the Rosebud Reservation supports efforts to prevent and manage diabetes by funding traditional wellness programs that incorporate indigenous culture into healthy cooking classes, food/nutrition education and physical activity programs.

Partnership for a Healthier America (Mississippi Delta)

Supporting access to healthy, fresh foods and driving lifestyle behavioral changes together with local food distributors and via targeted online engagement, and offering family support through food boxes and culinary skills development.

As of July 2022:

300
community members engaged

350+
families receiving food/nutrition assistance

3
local farmers markets identified for increased access to healthy produce and SNAP/EBT benefits

Cities Changing Diabetes (Philadelphia)

Integrating community-driven approaches to help address and prevent diabetes and obesity in underserved neighborhoods through partnerships with houses of faith, "Neighborhood Thrive" food inequity initiatives and education around healthy lifestyle changes for at-risk youth.

As of July 2022:

7000+
meals and kits distributed

~4500
pounds of food donated

261
participants in intensive health programs via 9 houses of faith

83
youth engaged in after-school and summer programs on health and nutrition

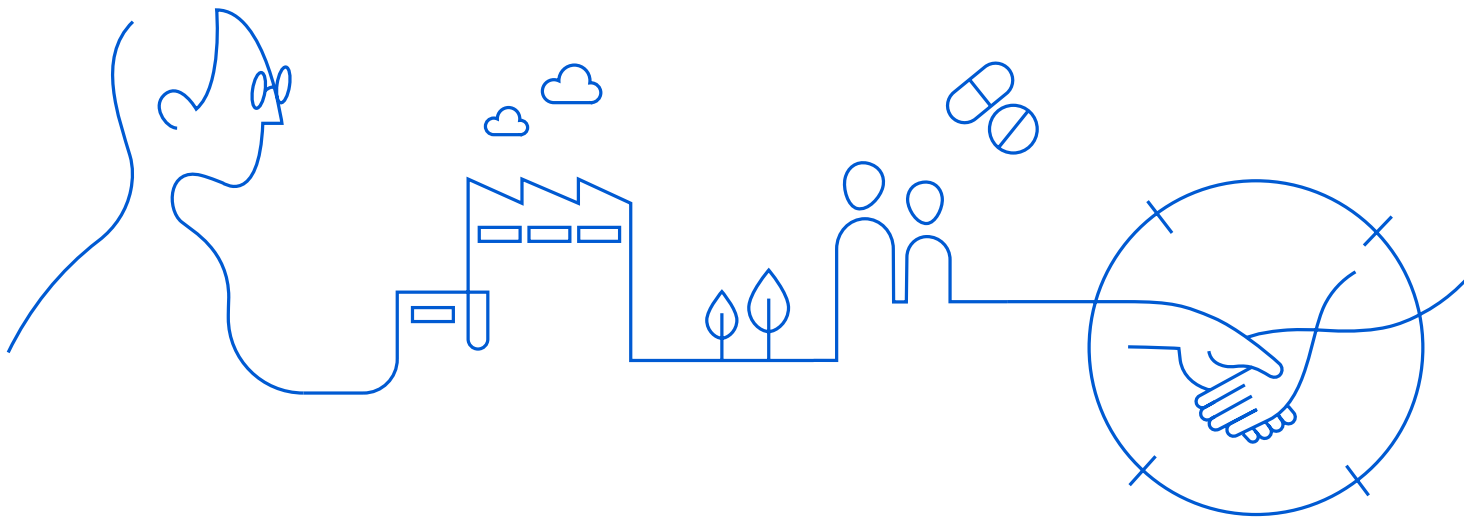
White House Conference on Hunger, Nutrition, & Health

Novo Nordisk was recognized as a key partner at the White House Conference on Hunger, Nutrition, and Health in 2022, and we support their goals to end hunger and increase healthy eating and physical activity by 2030 so that fewer Americans experience diet-related diseases like diabetes, obesity and hypertension.

As part of the initiative, we've committed \$20 million over the next three years into at least six new, locally led initiatives that improve access to healthy foods and safe spaces for physical activity in marginalized communities.

\$20 Million
committed over the next three years

Our Journey Continues



In the past year, our Ambition has yielded tangible benefits, from creating a more diverse and inclusive workplace for all employees to building healthier and more equitable communities for the patients we serve. We're proud of the legacy we've built as we celebrate 100 years, but know our work here is ongoing.

As we forge ahead and set our path for the next 100 years, we will pivot and evolve where we need to and embrace a continuous learning mindset to achieve new heights in our journey.

By fostering an inclusive culture where we all feel respected, included and are given an equal opportunity to thrive, we can take pride in being part of an organization that not only embraces a DEI&B mindset as the way forward, but has the ability to pave the way for a brighter, healthier future for all.

