

| Economics | | | 2001 | 2002 | 2003 | 2004 | 2005 |
|----------------------------|--|----------------------|--------|--------|--------|------------------|---------------|
| R&D | Ratio of R&D expenditure to tangible investments | | 1:1 | 1:1 | 1.8:1 | 1.5:1 | 1.3:1 |
| | R&D as share of sales | % | 16.6 | 15.9 | 15.5 | 15.0 | 15.1 |
| Investments | Total tangible investments | DKK million | 3,829 | 3,893 | 2,273 | 2,999 | 4,009 |
| Remuneration | Remuneration as share of cash value added | % | – | 34 | 34 | 34 | 34 |
| Employment | Employment impact worldwide (direct and indirect) | Number of jobs | 56,200 | 62,400 | 64,900 | 69,500 | 74,200 |
| Corporate tax | Total corporate tax as share of sales | % | 8.9 | 8.9 | 9.7 | 8.4 | 7.0 |
| Exports | Novo Nordisk exports as share of Danish exports | % | 4.1 | 4.4 | 4.4 | 3.9 | 4.8 |
| Environment | | | | | | | |
| Resources | Water consumption | 1,000 m ³ | 1,790 | 2,044 | 2,621 | 2,756 | 3,014 |
| | Energy consumption | 1,000 GJ | 1,838 | 2,083 | 2,299 | 2,408 | 2,591 |
| | Raw materials and packaging materials | 1,000 tons | 88 | 93 | 110 | 111 | 150 |
| Waste water | COD | Tons | 830 | 971 | 1,187 | 1,448 | 1,303 |
| | Nitrogen | Tons | 86 | 111 | 122 | 121 | 126 |
| | Phosphorus | Tons | 15 | 17 | 21 | 21 | 22 |
| Waste | Total waste | Tons | 14,866 | 12,935 | 21,356 | 21,855 | 23,776 |
| | Recycling percentage | % | 50 | 41 | 41 | 40 | 33 |
| Emissions to air | CO ₂ | 1,000 tons | 174 | 199 | 206 | 214 | 226 |
| | Organic solvents | Tons | 75 | 149 | 137 | 115 | 124 |
| EPI | EPI for water | | 102 | 116 | 110 | 107 | 108 |
| | EPI for energy | | 114 | 115 | 124 | 108 | 109 |
| Compliance | Breaches of regulatory limit values | Number | 68 | 30 | 105 | 74 ^{*)} | 174 |
| | Accidental releases | Number | 5 | 12 | 20 | 29 ^{*)} | 83 |
| Social | | | | | | | |
| Living our values | Average of respondents' answers as to whether social and environmental issues are important for the future of the company | | 4.3 | 4.1 | 4.0 | 4.2 | 4.2 |
| | Average of respondents' answers as to whether their manager's behaviour is consistent with Novo Nordisk's values | | 3.8 | 3.7 | 3.8 | 4.0 | 4.0 |
| | Fulfilment of action points planned arising from facilitations of the Novo Nordisk Way of Management and values | % | 90 | 95 | 99 | 96 | 100 |
| Access to health | LDCs where Novo Nordisk operates | Number | – | 30 | 30 | 35 | 35 |
| | LDCs where Novo Nordisk sells insulin at or below the policy price | Number | – | 19 | 16 | 33 | 32 |
| People | Employees (total) | Number | 16,693 | 18,372 | 19,241 | 20,725 | 22,460 |
| | Rate of absence | % | 3.8 | 2.7 | 3.1 | 3.2 | 3.2 |
| | Rate of employee turnover | % | 7.7 | 6.4 | 7.1 | 7.3 | 8.0 |
| | Average of respondents' answers as to whether their work gives them an opportunity to use and develop their competences/skills | | 3.8 | 3.7 | 3.7 | 3.8 | 3.8 |
| | Average of respondents' answers as to whether people from diverse backgrounds have equal opportunities | | 3.9 | 3.8 | 3.7 | 3.8 | 3.9 |
| Health & Safety | Frequency of occupational injuries per million working hours | | 8.2 | 8.9 | 5.4 | 5.6 | 7.3 |
| | Fatalities | Number | – | – | 0 | 1 | 0 |
| Training costs | Annual training costs per employee | DKK | 8,201 | 8,189 | 7,518 | 8,992 | 9,899 |
| Patent families | Active patent families to date | Number | 590 | 654 | 701 | 778 | 812 |
| | New patent families (first filing) | Number | 107 | 114 | 140 | 145 | 130 |
| Animals | Animals purchased | Number | 55,876 | 48,128 | 42,869 | 47,311 | 57,905 |
| | Test types removed from external and internal specification | % | 18 | 64 | 73 | 82 | 82 |

^{*)} Was reported as 76 and 30. Reporting error now corrected.