



Novo Nordisk Limited
Gender Pay Gap Report 2023



Novo Nordisk UK – at a glance

Novo Nordisk is a leading global healthcare company, founded in 1923 and headquartered in Denmark.

Our purpose is to drive change to defeat serious chronic diseases, built upon our heritage in diabetes. We do so by pioneering scientific breakthroughs, expanding access to our medicines, and working to prevent and ultimately cure disease. Novo Nordisk employs about 63,400 people in 80 countries and markets its products in around 170 countries.

Here in the UK, we have the UK affiliate (NNL) based in Gatwick with office, field and home based employees as well as our R&D site (NNRCO) with offices in Oxford and London. The UK is also a hub for a growing number of employees with a virtual working set-up who are hosted by the UK hub with a reporting line outside of the UK.

This report is based on data for all UK employees, a total population of 565.



	Gatwick	Oxford	Total population
Female	68%	45%	64%
Male	32%	55%	36%

“

Having recently joined Novo Nordisk I have been extremely impressed with the company's approach to 'sustainable reward'; ensuring our pay practices are fair, equal and competitive. This is a critical element of building and engaging a diverse and inclusive workforce and a practice that we continually review to ensure our commitment and responsibilities to being a sustainable employer.

”

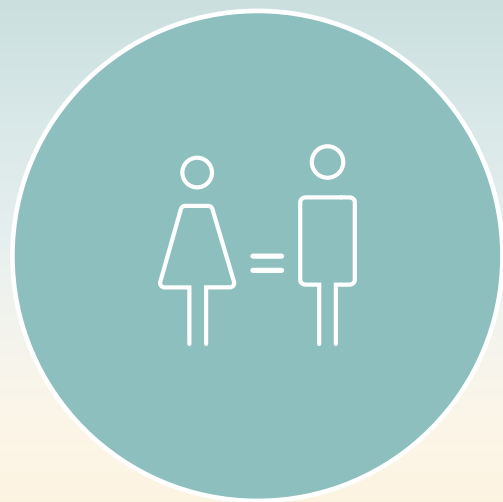
**Sarah Bowyer, Senior Director
People & Organisation**



What is Gender pay gap & how is it calculated



In line with Gender Pay Gap Reporting (GPGR) regulations, all UK companies with more than 250 employees are required to publish their GPGR statistics using data as of 5th April 2023.



In this report, we have calculated:

- The gap in pay
- The gap in bonus payments
- The proportion of men/women at each pay quartiles
- and proportion of men/women receiving bonus pay-outs over the previous 12 months period (6 April 2022 to 5 April 2023)

Gender pay gap is calculated by using Hourly Pay based on employee's weekly working hours:

- Hourly pay includes Ordinary pay (basic pay + allowances) and Bonus pay
- Positive gap means that men's hourly pay is higher than women

Employees are sorted from the highest to lowest hourly pay and divided into 4 quarters to define pay quartiles, with an equal number of employees in each section.

It is important to remember that this is different to the issue of 'equal pay' (governed by the Equality Act 2010) which is the legal right for men and women to be paid the same for equal work.

Sustainable Pay

In Novo Nordisk, **Sustainable Pay is defined as having pay practices that can be maintained over time and still be fair, equal, and competitive.** Aiming to be an attractive and sustainable employer, Novo Nordisk treats Sustainable Pay as a critical element of building and engaging a diverse and inclusive workforce, while fulfilling our social commitment of being a responsible company.

We do so by looking at elements as listed below and building them further:

- **Gender Pay** by an annual exercise to identify gender-based pay gaps
- **Equal Pay** by an annual exercise to identify equal pay risks
- **Internal Pay** by building meaningful differentiations between functions, therapy areas etc where relevant
- **Minimum Pay** by an annual exercise to identify minimum living wage risks

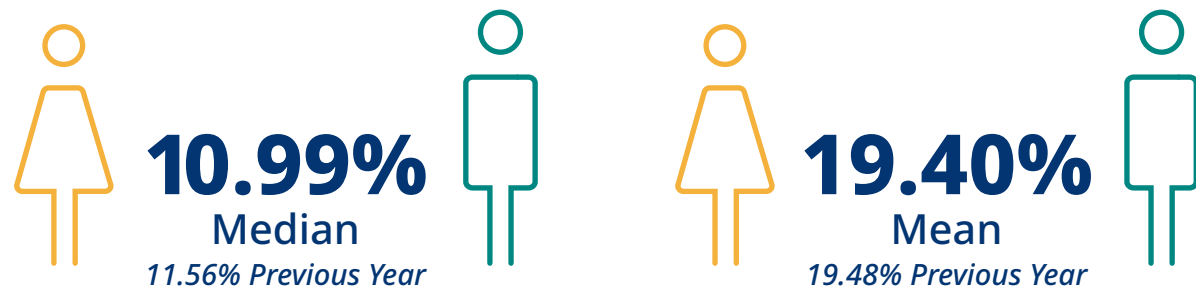
As part of this work, we aim to identify and mitigate any relevant gap but more importantly to continuously investigate how we can remove biases from the ongoing key rewards processes and decisions.



Our results



Gender Pay Gap



Comments

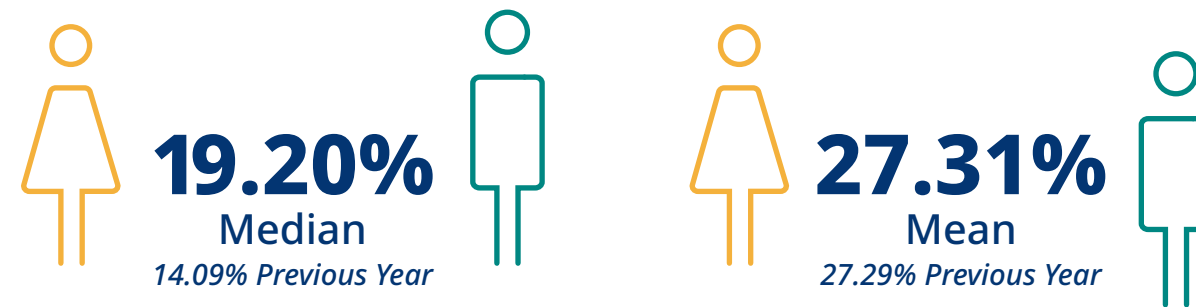
- The gender pay gap has reduced in both median and mean data, by 0.57% and 0.08% respectively.
- The median gender gap is driven by a majority of male leaders within the highest paid employees.
- The mean gender gap in the upper quartile has however seen an increase, as a result of a number of senior hires where we are seeking niche digital skillsets, and recognise that there is an underrepresentation of females in the candidate pool.

Gender Representation

64.35%
of employees
are female



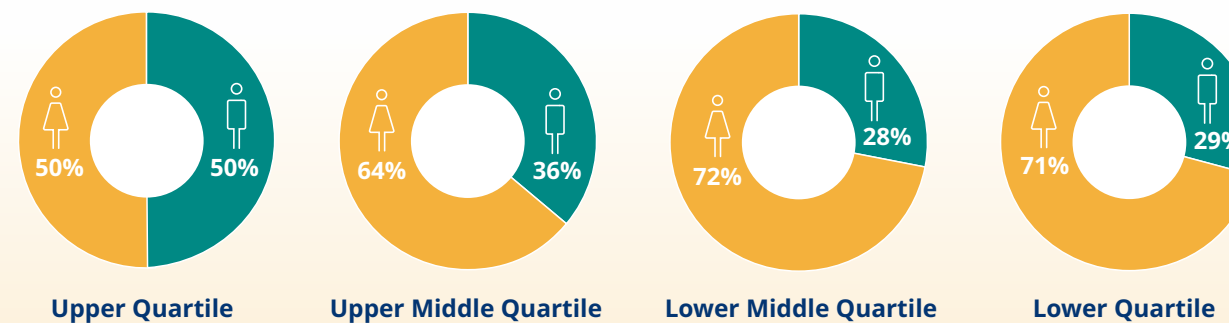
Bonus Gap



Comments

- The bonus gap has increased in both the mean (by 0.02%) and the median (by 5.11%) compared to last year.
- The overall median results have increased in favour of men based on two reasons:
 - Target bonus is described as a percentage of base salary for non-sales roles.
 - The percentage of bonus is higher for the senior leaders where the male representation of this group are higher earners.
- The cases where employees did not receive a bonus are explained by the employees hire date that causes ineligibility to bonus as per our bonus scheme rules.

Distribution per Pay Quartile



97%
of females
received
a bonus

95%
of males
received
a bonus

Our commitment



As we continue to grow at an unprecedented pace, it is more important than ever that we make diversity and inclusion part of our everyday and embedding it into everything we do. We are excited about the progress we have made in the last year, some highlights of which include:



Reward

Offering a sustainable, equitable and transparent rewards proposition. This means ensuring equitable pay for work of equal value and benefits that address the needs of a diverse workforce.

We have undertaken an inclusivity assessment of our benefits package to pin point areas for future improvement.

We continue to monitor and assess every new hire salary offer to ensure gender balance and that it meets our sustainable pay philosophy.

We plan to deliver on increased transparency in our reward structures, and further developing our benefits to support inclusivity.



Flexible working

Employee wellbeing is fundamental to Novo Nordisk. Our hybrid working model supports our colleagues to do their job in the most effective way, while maintaining a good work life balance.

Over the past 12 months we have seen a growing number of opportunities in the virtual-working set up, extending career development to those who are not currently mobile or with commitments that keep them anchored in UK.



Diversity & Inclusion

Ensuring D&I is embedded into the employee lifecycle. To mitigate bias, we are continuously reviewing our processes and policies at every stage on the employee experience, including embedding D&I into our employee onboarding.

Remaining alert to the role our leaders have in fostering an inclusive environment and sustaining a strong sense of belonging. We have invested in foundational training for all our people managers in 2023 and will continue to build on this in 2024. Additionally, D&I is increasingly embedded into the agenda at our company wide events. Measuring our employees sense of inclusion through our inclusion index as a key part of our annual engagement survey.

Over 75% of our employees completed the survey in 2023, of which 80% rated inclusion statements favourably.



Talent Attraction

Continuing to make recruitment a primary focus. We have 565 employees across 31 nationalities and to sustain this, we are continuing to embed our recruitment guidelines, we have added additional recruitment training for all people managers in 2023 and we aim for a diverse hiring panel for each process.

We will also be introducing a new tool which will help the talent acquisition teams to create inclusive job postings. With the rapid expansion in NNRCO, seeking niche and digital skillsets we have partnered with Women in Data, an organisation set up to significantly increase the number of women in data and tech.

As part of this agreement we advertise all digital and data roles through Women in Data, resulting in an increase in the number of female candidates applying.



Talent Development

Remaining committed to our global aspiration of achieving a gender balance among all leaders with the share of senior leaders increasing from 35% in 2021 to 41% today.

We're also pleased to have local female delegates join a regional mentoring programme, specifically aimed at nurturing a pipeline of talented female leaders with aspiration and potential to take on a senior leadership role within a 5 year horizon.

The programme offers mentoring, career discussion, visibility and coaching. Thus supporting the global aspirational target of creating an inclusive culture where all employees have a sense of belonging and equitable opportunities to realise their potential.



Declaration

I confirm that the information provided in this report is accurate, and the data reported has been prepared in line with mandatory requirements.

Pinder Sahota

CVP UK

www.novonordisk.com