

Novozymes

UN Global Compact – Communication on Progress 2011

Communication on progress

Annually, Novozymes reports on progress in implementing the Global Compact's 10 principles here in our Communication on Progress (COP).

Novozymes has been a signatory to the UN Global Compact since 2001. In 2011 the UN launched the new platform for corporate sustainability leadership, [Global Compact LEAD](#), and Novozymes has become a participant along with 53 other companies. We see this as an opportunity to further develop our sustainability capabilities, share our knowledge with others committed to sustainability, and keep driving the world towards sustainability.

Our Communication on Progress (COP) addresses our efforts on specific leadership, implementation, and performance criteria, and has been designed to meet the requirements of the new Advanced level and [Blueprint for Corporate Sustainability Leadership](#) launched in 2010. The COP also feeds relevant information into [The Novozymes Report](#).

CEO commitment and leadership

Statement of continued support 2011 by Steen Riisgaard.

By the end of 2011, we passed a total of 7 billion people globally. A general wealth increase and rapidly developing economies in emerging markets together with slow economic recovery in the US and Europe will lead to shifts in global consumption patterns and in global power balances. While we are optimistic about the opportunities this offers and the positive effect these will have on people's lives, we also foresee more pressure on resources, for example from increasing production, consumption, and transportation.

Sustainable solutions here today

"We need to use existing technologies to produce more with less, which is exactly what Novozymes' solutions make possible. Biotechnology enables us to decouple growth from the use of natural resources, as our solutions save energy and raw materials, and reduce waste. By being innovative and delivering valuable solutions based on industrial insight, we can help our customers change the world while simultaneously growing our business profitably."

Radical innovation for tomorrow

"Bioinnovation is demanding in itself, but as both a business and individuals we also need to challenge ourselves in other areas. In 2011, we looked at how we address social responsibility and announced how we had embarked on a food-energy venture in Mozambique where we will use biotechnology to help unlock the enormous potential of agriculture in the developing world. It is expected to be a scalable and replicable project that provides a return on our investment, and goes to show that social development is not necessarily dependent on government funding. The world needs radical innovation to change, and this is one way we can help build a better world while developing our business."

[The Novozymes Report 2011, CEO statement](#)

UN LEAD responsibilities add credibility to Novozymes' ambition



Novozymes has been a signatory to the [UN Global Compact](#) since 2001 which has served as a valuable source of inspiration in our work on integrating and advancing sustainable development across regions and business functions.

Accordingly, we have participated in several UN working groups and task forces such as the GC Working Group on Caring for Climate, and GC Task Force on Sustainable Energy for All, and we see these memberships contributing significantly to the advancement of our targets and development ambitions.

This year, we joined Global Compact's leadership platform, [LEAD](#), which provides a unique opportunity for demonstrating global leadership and joining forces with other leading companies to realize our ambition to drive the world toward sustainability.

For additional information and data on Novozymes' sustainability performance and ambitions, please refer to [The Novozymes Report 2011](#), and our [GRI report](#) or elsewhere at our website.



Steen Riisgaard, President & CEO

A handwritten signature in black ink, which appears to read "Steen Riisgaard". The signature is written in a cursive, flowing style.

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Governance structure and strategy development for corporate sustainability

At Novozymes, sustainability is an integral part of the business approach and organization.

To continuously develop our corporate sustainability strategy and targets, we have established the **Sustainability Development Board (SDB)**. The board is cross-functional and represents vice presidents from all key functions such as R&D, Finance, Sales & Marketing, and BioBusiness Development & Acquisitions, thereby supporting integration of sustainability in all key functions and geographies. Accordingly, the SDB plays a significant role throughout the description of the UN GC Communication on Progress principles covering Human Rights, Labor, Environment, and Anti-Corruption.

Based on functional business strategies and stakeholder insights the SDB sets ambitious **short- and long-term targets for sustainable development** across our value chain. These are reported on an annual basis in our integrated Annual Report.

The SDB reports directly to Novozymes' Executive Management who challenge and approve the sustainability strategy and targets. Sustainability performance is reported to the Board of Directors on a quarterly basis, and selected sustainability issues are presented to the Board twice a year. Financial, social, and environmental results are reported quarterly, and achievement of performance and development targets related to sustainability is integrated into incentive programs for management.

To help facilitate the anchoring and continuous development of sustainability in the business, the SDB is assisted by the global **Sustainability Development department (SD)** which drives day-to-day operations. SD consists of specialists in the fields of business ethics, and social and environmental responsibility, including life cycle assessment.



Sustainability trend-spotting and forecasting

At Novozymes, sustainability trend-spotting makes a significant contribution to the annual strategy development and targetsetting process within the SDB. To provide qualified support for strategic decision-making and pursue an ambitious sustainability strategy, the SD coordinates the identification, analysis, and assessment of trends that have a) material business impact and b) relevant stakeholder concern to Novozymes. On this basis, the SDB makes both a qualitative and quantitative selection of the trends, assessing their relevance and importance to Novozymes’ business strategies. This trendspotting process is facilitated in close collaboration with each of our business areas and all our regional offices on an ongoing basis. It helps capture market opportunities, discover risks, spur innovation, and consequently maintain our role as a leader in sustainability.

Trend-spotting has always been a significant part of Novozymes’ general approach to sustainability. Based on our past experiences, we decided to make the appropriate adjustments to our set up to enable us to work even more strategically and proactively with trendspotting going forward. As part of this process we have developed a materiality tool that allows the SDB to qualify its assessments of both risks and opportunities related to the selected sustainability trends.

Annual process for sustainability trend-spotting and target-setting



For more information on Novozymes’ risk management please refer to [The Novozymes Report 2011](#).

Engaging and taking action

In this section we report on United Nations Global Compact Blueprint dimensions 2 and 3.

At Novozymes, we consider it important to listen to our stakeholders, address their concerns, and learn from them in order to continue to be successful. We engage with a wide range of stakeholders ranging from institutions to individuals, in both the public and private sectors, with an array of different needs. After following a systematic procedure to identify important stakeholders globally and respond to their concerns, we initiate new projects specific to issues that need our attention. Stakeholders also contribute to identifying developing trends and issues, both broad and narrow sustainability-specific issues. We need to be aware of what drives development and to know what leadership and best practice look like for Novozymes. With that in mind, we map and engage with our key stakeholders who have the insights, competencies, and influence. More information can be found under [stakeholder engagement](#) on our website.



Stakeholder engagement: Novozymes engages with stakeholders to stay in touch with their expectations and the needs of society. Dialogue is important to manage risks and opportunities.

Global engagements

Being a global organization with activities across the world, Novozymes is focused on understanding and responding to trends and requirements from around the globe. We engage with key global stakeholders so that we can influence and develop more sustainable solutions to many of the world’s challenges. Some of these engagements are aligned with our strategy to contribute to broader UN goals and also drive sustainable development through collective action. Some of our notable engagements in 2011 are presented below.

CleanStar Mozambique project

In 2011, Novozymes increased our investment in a joint venture in Mozambique, CleanStar Mozambique. The first investments were made in late 2009, but the venture was only made public in September 2011 as a Novozymes commitment at the Clinton Global Initiative Annual Meeting.

CleanStar Mozambique is helping smallholder farmers in the Sofala province implement an environmentally restorative agroforestry system that will produce a diverse mix of farm and forestry produce. The company purchases farmers’ surplus production, thereby significantly increasing their incomes. CleanStar Mozambique will process these agricultural products into a range of food products as well as an ethanol-based cooking fuel that will be sold primarily in urban markets, such as the capital Maputo. Alongside Novozymes and CleanStar Ventures, the business brings together a range of partners, most notably the engineering group ICM Inc., which is providing the ethanol plant, and Bank of America Merrill Lynch, which has entered into a carbon-financing agreement with CleanStar Mozambique.

CleanStar Mozambique is a clear example of "bio-based economy," where sustainable agriculture provides the necessary biomass to meet local needs for food, feed, fuel, and materials – while restoring the environment and driving rural development. Read more about [Green growth in Africa](#) on our website and in [The Novozymes Report 2011](#).



Contribution of CleanStar Mozambique to the Millennium Development Goals

CleanStar Mozambique contributes to the achievement of the United Nations' Millennium Development Goals in a number of ways. While some impacts are already coming to bear, others will only take effect in the years ahead. The following information provides an overview of how the venture addresses the MDGs.

Goal 1:

- Eradicate extreme poverty and hunger: By 2014, 3,000 rural smallholders will have transitioned from subsistence to commercial agriculture, significantly increasing their incomes. Also, the venture will create a few hundred direct jobs in various parts of the business, including processing, logistics, and retail.

Goal 3:

- Promote gender equality and empower women: The venture is designed to empower women by ensuring that as many income streams as possible going to the communities (including to the farmers) are handled by women.

Goal 4:

- Reduce child mortality: Indoor air pollution in cities is reduced due to the use of ethanol-based cooking fuel instead of charcoal, estimated to reach 20% of Maputo's households by 2014. WHO estimates that worldwide over 2 million deaths occur each year – mostly among women and young children – due to indoor air pollution from using fuels such as charcoal for cooking. In addition, there will be a reduction in malnutrition in the rural areas as greater crop diversity will achieve a better nutrition profile among participating rural farmers.

Goal 5:

- Improve maternal health: The change from charcoal to ethanol for cooking will have a significant impact on household health, particularly for young mothers, who need to prepare more food more often, and are thus more exposed to hazardous fumes.

Goal 7:

- Ensure environmental sustainability: The project delivers multiple environmental benefits. By 2014 it is expected to achieve reforestation, reduce deforestation (4,000 ha protected per year from slash-and-burn practices), land restoration through agroforestry (6,000 ha), improved biodiversity and nutrient cycle, and reduced GHG emissions due to reduced use of charcoal.

Goal 8:

- Develop a global partnership for development: This venture directly brings together multinational corporations, international venture developers, local social enterprises, and smallholder farmers.

Future focus areas of CleanStar Mozambique:

Goal 2:

- Achieve universal primary education: Through partnerships with various organizations (including UN organizations, government agencies, and NGOs) CleanStar Mozambique aims to support the provision of various goods and services – including education – to the communities involved in the supply base of the venture.

Goal 6:

- Combat HIV/AIDS, malaria and other diseases: As with education services, CleanStar Mozambique plans to establish partnerships for the provision of health goods and services.

Recognition

CleanStar Mozambique has received recognition from various stakeholders, including global media. The coverage has helped show how Novozymes' solutions can contribute to solving current global challenges in a sustainable manner. Hopefully this will provide inspiration to other companies and help create more ventures driven by sustainability interests. The list below contains a few highlights in connection with the general public's exposure to CleanStar Mozambique.

- Novozymes announced our investment in this project at the [Clinton Global Initiative \(CGI\)](#) Annual Meeting in September 2011 in New York City, which convenes global leaders to devise and implement innovative solutions to some of the world's most pressing challenges
- CleanStar Mozambique has generated more than 20 original news articles, most notably stories by CNN News, [Bloomberg](#), Reuters, and GOOD Magazine
- The project was featured or posted in more than 100 news outlets, ranging from television, wire services, and print to trade and online media (e.g., [the Guardian](#), Bloomberg Businessweek, [Xinhua News Agency](#))
- CleanStar Mozambique was reported by key biofuel trade publications, including [Biofuels Digest](#) and Ethanol Producer Magazine
- The project was covered by influential online media, including Treehugger and TriplePundit
- An article was published by Environment and Energy Publishing in ClimateWire, an influential publication in the field of environmental and energy policy and markets
- The project was featured in the "[Best of 2011](#)" in Inclusive Business, a blog by an Alliance between World Business Council for Sustainable Development and SNV Netherlands Development Organization

Rio+20

Novozymes is actively engaged with a number of key stakeholders and activities in the development of the [Rio+20 conference](#). Our main focus area for this conference concerns green economy, including new climate strategies on access to energy and energy efficiency, in the context of sustainable development and poverty eradication.

"[Green economy](#)" is defined as one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities (UNEP, 2010). International conventions, policy-makers, and governments are increasingly recognizing the crucial role business plays in making the transition to a green economy by delivering viable products, processes, and technology.

As a company based on bioinnovations and biosolutions, Novozymes deems it important to engage and play an important role in driving the world toward sustainable development by:

- Participating in the development of key business and industry positions on green economy
- Identifying opportunities, gaps, and challenges in the application of concepts of green economy
- Participating in the development of a roadmap for policy-makers, etc.

Some of our engagements in relation to the Rio+20 conference include the following:

- ICC Green Economy Task Force, and Energy and Environment Committee
- UN Global Compact Task Force on Sustainable Energy for All
- UN Global Compact Working Group on Caring for Climate
- World Business Council for Sustainable Development's Changing Pace
- OECD-BIAC International Business and Green Economies Dialogues

Elaborating on one such engagement, Novozymes is contributing to the [Green Economies Dialogue project](#), launched by the United States Council Foundation (USCF) and the [United States Council for International Business \(USCIB\)](#), its partners and sponsors, with particular assistance from the Business and Industry Advisory Committee to the OECD and members of the USCIB Environment Committee. This project will include a series of dialogues that will engage the private sector and inform international policy discussions.

COP17

Novozymes participated in the UN-sponsored [COP17](#) climate change conference in Durban, South Africa, held toward the end of 2011. The theme for the conference, "Saving Tomorrow Today," resonated well with the ethos behind our company idea "[Rethink Tomorrow](#)." The conference presented a good opportunity to interact with key stakeholders and create greater awareness about the role of biotechnology in climate solutions and the importance of making climate/carbon financial instruments easily accessible and attractive to the private sector. The COP17 conference has helped establish Novozymes as a voice on the world stage for climate- and environment-related issues ahead of the Rio+20 conference on sustainable development in 2012.

Engaging with suppliers

Since 2009 Novozymes has implemented a comprehensive "Responsible Purchasing" program with integrated evaluation of sustainability parameters in addition to quality and commercial performance. The system covers all aspects of management from approval of new suppliers to ongoing performance evaluation. There have been many initiatives in 2011.

Among other things, Novozymes has:

- Has increased coverage of suppliers; we finalized all the 168 open supplier action plans developed for noncompliant suppliers in 2010 through dialogue with suppliers on mitigating actions or, in a few cases, discontinuing further purchases from selected suppliers. Further, we continue to cover minimum 90% of spend in the supplier evaluation system
- Has improved specification of supplier requirements by developing enhanced assessment guidance information, ready to be implemented at the beginning of 2012 along with further internal training of purchasers and auditors
- Has completed an assessment of the raw materials with the greatest environmental impacts in order to identify areas for improvement in raw material sourcing
- Is planning a "Supplier Innovation Day" in March 2012 to start involving suppliers more openly in innovation and finding joint sustainable solutions

Our next steps will involve drawing up activity plans for substituting selected raw materials with sustainable alternatives, and engagement with specific suppliers to reduce environmental impact. As part of this project, there are plans to develop position papers on selected raw materials and our purchasing policies related to them. Furthermore, supplier performance management will remain on the agenda of the Sustainability Development Board as a strategic project for 2012, with allocated resources for the development and implementation of the project. For more information, please refer to our [policy](#), [position](#), and [program](#) on responsible purchasing.

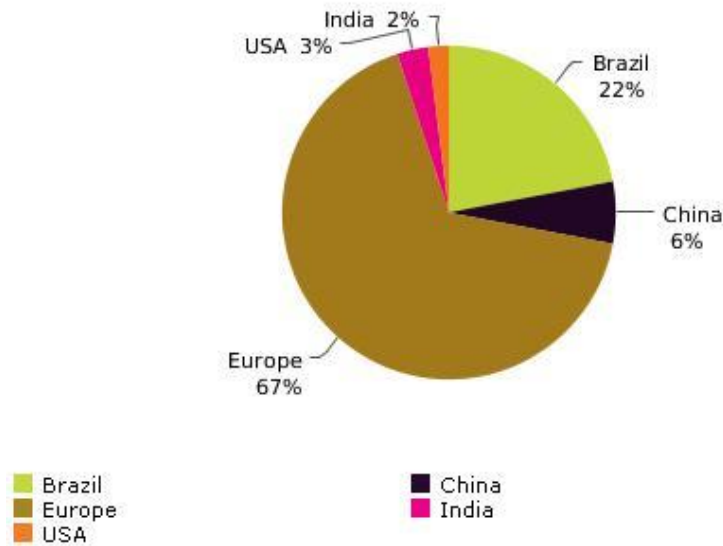
Regional engagements

In 2011, Novozymes placed increased emphasis on our regional engagements with our subsidiaries in China, India, Latin America, and North America. Novozymes has also played an active role in engaging with the UN Global Compact at regional level. Some prominent examples are described below.

Corporate citizenship

In 2011, we launched a new corporate citizenship strategy, Citizymes, with regionally anchored projects. This new initiative concentrates our community efforts into broader programs that increase our reach and impact by drawing on our core competencies within science, while supporting the UN Millennium Development Goals for education and environmental sustainability. In 2011, we reached 9,800 learners worldwide through our efforts in all the regions. The ambition for 2012 is to have at least one major engagement flagship project in each region in order to create a bigger impact in our communities. More information can be found under [Corporate citizenship](#) on our website and in [The Novozymes Report 2011](#).

CITIZYMES: LEARNERS REACHED BY REGION



UN Global Compact Local Networks

In 2011, Novozymes engaged with the UN Global Compact by becoming a member of the UN Global Compact Local Network in all regions where we have subsidiaries: China, India, Latin America, and North America. Representatives in these regions are engaging with their respective Local Networks through meetings and are in the process of leading working groups and forums involving other companies on specific initiatives. Our intention is to help drive sustainability regionally and demonstrate leadership, while helping other companies to enhance their performance.

Mentor Program – Air Greenland

As a Global Compact LEAD company, Novozymes has utilized the opportunity initiated and coordinated by the UNDP Nordic Office to participate in the UNDP Global Compact Mentor Program. Novozymes has been paired with Air Greenland. Being an experienced Global Compact company, Novozymes aims to utilize this platform to assist Air Greenland in its efforts to put Global Compact principles into practice and integrate sustainability in its strategy, management, and governance. Such collaboration should provide an opportunity of mutual sparring, and in the process we can gain inspiration for our own efforts. This program was initiated in 2011, and a plan for collaboration has been developed. Meetings at top management level and workshops involving sustainability teams from both sides are in the pipeline. Though this is a fairly new initiative for Novozymes, we plan to gain concrete experience during the first half of 2012.

Human rights

In this section we report on United Nations Global Compact principles 1 - 2

Approach

Novozymes seeks to take appropriate measures to support and respect the protection of internationally proclaimed human rights and to make sure that we are not complicit in human rights abuses both from an internal and an external perspective. Our dedication to addressing and advancing human rights is embedded in our [Vision, values, and company idea, Touch the World](#).

In support of international human rights standards such as the [United Nations Universal Declaration of Human Rights](#) and the principles of the [UN Global Compact](#), relevant principles are integrated systematically in Novozymes' [management practices](#) and aligned with our [minimum standards of human and labor rights](#) to ensure that global and local initiatives are mutually supportive. Our minimum standards comprise: freedom of association, nondiscrimination, working hours, disciplinary measures, child labor, and forced labor. Subsequently, we have developed specific policies addressing [people](#), [social responsibility](#), and [purchasing](#) as well as positions on [diversity and equal opportunities](#), [human rights](#), [REACH](#), and [responsible purchasing](#).

Based on the above practices, standards, policies, and positions, the relevant boards and departments systematically monitor, report, and follow up on human rights at Novozymes on an ongoing basis.



In support of human rights management, development, and transparency, Novozymes reports on the following GRI indicators: [HR 1](#), [HR 2](#), [HR 3](#), [HR 4](#), [HR 5](#), [HR 6](#), [HR 7](#), [HR 9](#), [EC 5](#), [LA 6](#), [LA 7](#), [LA 8](#), [LA 13](#), [SO 5](#), and [PR 1](#), providing a quantitative counterpart to human rights reporting.

Today

In 2011, Novozymes met all our [social targets](#) for employee satisfaction and development opportunities, employee turnover, rate of absence, and frequency of occupational accidents. Also, we launched a new [corporate citizenship initiative](#) and a [new business approach that increases quality of life in sub-Saharan Africa](#), started preparing for new human rights guiding principles, and developed action plans for noncompliant suppliers.

Pioneering business approach saves lives and reduces poverty in Mozambique

Every day, hundreds of millions of women in the developing world are forced to cook for their families using charcoal-burning cookstoves. The noxious smoke in poorly ventilated rooms is equivalent to smoking two packs of cigarettes a day, creating a health threat worse than malaria. In 2011, Novozymes announced the coestablishment of a [project](#) that creates food, fuel, and rural jobs, protects the environment, and saves lives. The project contributes to the creation of jobs and incomes for a farming community in Mozambique and to a wide range of the UN Millennium Development Goals, including poverty eradication, health, and education.

Novozymes' implementation of the UN Guiding Principles on Human Rights

In June 2011, the United Nations Human Rights Council endorsed the [Guiding Principles on Business and Human Rights](#) proposed by UN Special Representative John Ruggie as the culmination of 5 years' development work. The principles are seen as the beginning of a new era with a clearer division of responsibilities and requirements that aim to eliminate human rights abuses involving business. Novozymes welcomes clarity in this area, which has always been very complex.

Inspired by the guiding principles, Novozymes adjusted our annual self-assessments of the minimum [social standards of labor and human rights](#) in 2011. Our social minimum standards are now aligned with the two human rights principles and four labor standards principles of the UN [Global Compact](#). At the same time, organizational responsibility for human and labor rights at Novozymes was assigned to our regional directors for People & Organization. The outcome of the 2011 process did not lead to any corrective actions, but most regions have defined focus areas to be addressed in regional or corporate strategies and plans.

One of the best practices referred to by John Ruggie is to involve a variety of stakeholders when developing corporate governance for human rights. For the past 2 years, Novozymes has been a member of the Danish Business Network for Human Rights, moderated by John Morrison, Executive Director of the Institute of Business and Human Rights in London. Together with our fellow members, we invite stakeholders, mainly NGOs and politicians, for sparring and knowledge sharing.

Tomorrow

Novozymes welcomes the UN Guiding Principles on Human Rights. While a new UN Working Group is aiming to build capacity for implementation of the Guiding Principles, Novozymes has for several years been following the progress made by John Ruggie, and we believe that we are well prepared to meet the requirements.

As a strategic project for 2012 anchored in the Sustainability Development Board, Novozymes has allocated resources to identify how to further integrate the new guidelines in our own activities and in our collaboration with suppliers going forward.

Together with four other companies in the Danish Business Network on Human Rights network, Novozymes is currently testing a practical tool developed by a German UN Global Compact group to identify areas for improvement and focus in the coming years.

The main component of Novozymes' due diligence process is the annual self-assessments of minimum standards that document the main issues in different regional contexts, to what extent we comply with our minimum standards internally, and any shortfalls, including potential adverse impacts. Perspectives for including human rights and labor practices in our due diligence process will be explored in further detail during 2012.

Engaging with suppliers

In continuation of efforts to optimize and expand the scope of Novozymes' [Responsible Purchasing program in 2011](#), we plan to further improve specification of supplier requirements by developing enhanced assessment guidance information for implementation in 2012.

To involve suppliers more openly in innovation and in identifying joint sustainable solutions, we have planned a Supplier Innovation Day in March 2012.

Furthermore, supplier performance management will remain on the agenda of the SDB as a strategic project for 2012, with allocated resources for the development and implementation of the project. We will also continue further training of purchasers and auditors.

For more information, please refer to our [policy](#) and [position](#) on Responsible Purchasing.

Labor rights

In this section we report on United Nations Global Compact principles 3 - 6

Approach

Novozymes seeks to take appropriate measures to support freedom of association and the right to collective bargaining as well as to uphold the elimination of discrimination and forced and child labor, both from an internal and an external perspective. Our dedication to addressing and advancing labor practices is embedded in our [Vision, values, and company idea, Touch the World](#).

In support of international labor rights standards such as the [United Nations Universal Declaration of Human Rights](#), the [International Labor Organization’s Declaration on Fundamental Principles and Rights to Work](#), and the principles of the [UN Global Compact](#), relevant principles are integrated systematically in [Novozymes’ management practices](#) and aligned with our [minimum standards of human and labor rights](#) to ensure that global and local initiatives are mutually supportive. Our minimum standards comprise: freedom of association, nondiscrimination, working hours, wages and benefits, disciplinary measures, child labor, and forced labor. Subsequently, we have developed specific policies addressing [people, social responsibility, and purchasing](#) as well as positions on [diversity and equal opportunities, human rights, REACH, and responsible purchasing](#).

Based on the above practices, standards, policies, and positions, the relevant boards and departments systematically monitor, report, and follow up on labor rights at Novozymes on an ongoing basis.



Internal collective bargaining committees

Novozymes recognizes the right to organize and negotiate. This has led to various arrangements in countries where this right is not recognized in local legislation. One example is that Novozymes has set up an internal committee in China to negotiate our Chinese colleagues' right to organize and bargain collectively. This provides a forum for employee representatives to discuss various issues with management.

In support of labor rights management, development, and transparency, Novozymes reports on the following GRI indicators: LA 1, LA 2, LA 5, LA 13, HR 1, HR2, HR 3, HR 4, and HR 5, providing a quantitative counterpart to labor rights reporting.

Today

In 2011, Novozymes met all our **social targets** for employee satisfaction and development opportunities, employee turnover, rate of absence, and frequency of occupational accidents. Also, we launched a new corporate citizenship initiative **Citizymes**, started preparing for new guiding principles on labor rights, and developed action plans for all noncompliant suppliers.

Novozymes' implementation of the UN Guiding Principles on Human Rights

In 2011 Novozymes decided to align our social minimum standards with the two human rights principles and four labor standards principles of the UN Global Compact. At the same time, organizational responsibility for human and labor rights was assigned to our regional directors for People & Organization, and a new self-assessment process was implemented, inspired by the UN's Guiding Principles on Business and Human Rights. The outcome of the 2011 process did not lead to any corrective actions, but most regions have defined focus areas to be addressed in regional or corporate strategies and plans.

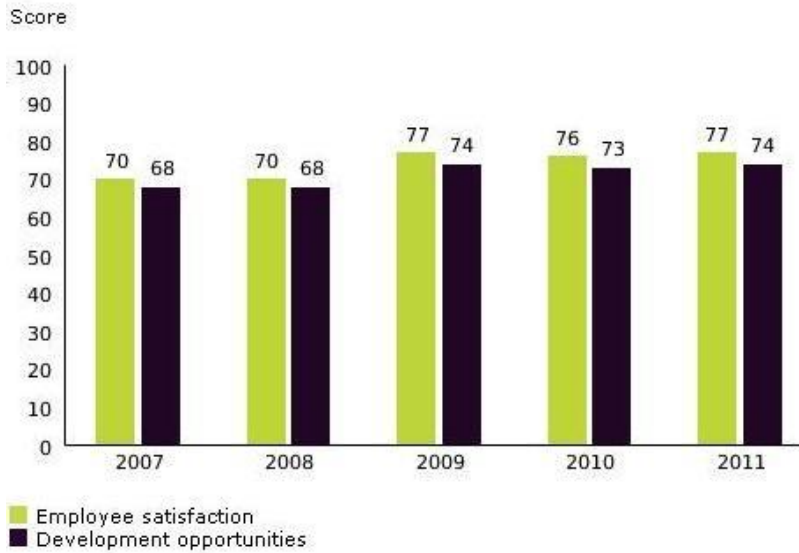
Labor rights and supplier performance management

Human and labor rights are incorporated in **Novozymes' screening of suppliers**. In 2011, we increased coverage of suppliers and finalized all the 168 open supplier action plans developed for noncompliant suppliers in 2010. We also improved specification of supplier requirements to be implemented at the beginning of 2012. Additionally, we increased internal training of purchasers and auditors and improved the rating system.

Employee satisfaction and development opportunities

Employee satisfaction and employee perception of development opportunities are the most important indicators of our employees' well-being. Every year, Novozymes' employees have the opportunity to express their opinions in our annual People's Opinion survey. Employees' satisfaction and motivation measured by the survey scored 77 in 2011, exceeding both our target of 75 and our 2010 score of 76. When it came to opportunities for professional and personal development, we scored 74 in 2011, again exceeding both our target of 70 and our 2010 score of 73. The survey showed that our employees identify with the new set of values launched last year, and this seems to have had a positive impact on employee satisfaction.

FIVE-YEAR EMPLOYEE SATISFACTION AND DEVELOPMENT OVERVIEW



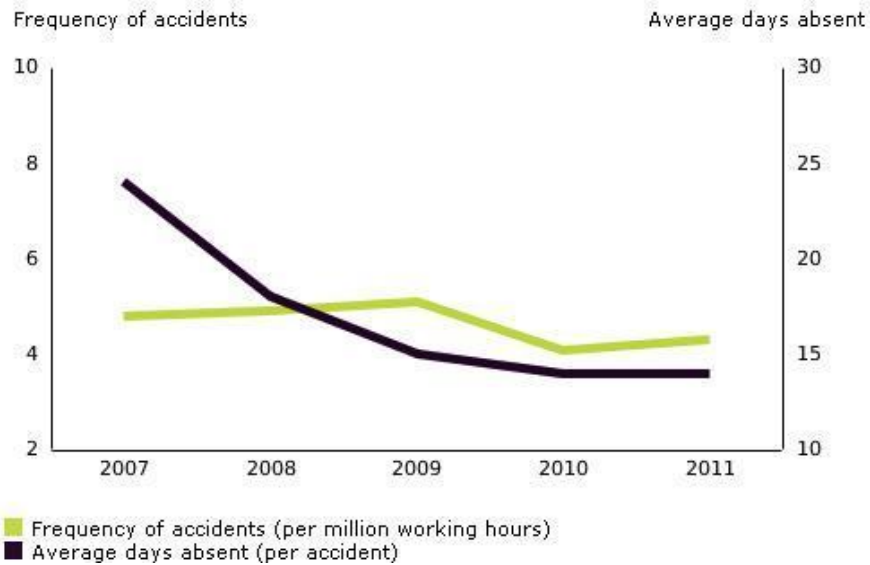
Diversity management

Employment at Novozymes is based on merit and is offered without any distinction, exclusion, or preference. We are committed to developing a diverse workforce, fostering innovation and a diverse working culture, which are vital ingredients for a successful global company. In 2011, we focused on our recruitment and appointment processes aiming to increase the diversity in the pool of candidates and successors to senior managerial positions. We track our performance and the effect of our initiatives annually. The status and progress of Novozymes’ diversity initiatives are reviewed by the Board of Directors as part of the annual organizational performance process.

Health and safety

Another of Novozymes’ key focus areas is reducing the frequency of occupational accidents. Accordingly, Novozymes has implemented the behavior-based safety program “Dare to Care,” which is a line responsibility that started in 2010 and has continued into 2011 with positive effects. We await the results of future implementation at newly acquired sites, where the frequency of occupational accidents is currently higher and explains the slight increase in the frequency from 4.1 in 2010. The frequency of occupational accidents in 2011 was 4.3 accidents per million working hours, so the target of a frequency below 4.5 was met.

FREQUENCY OF ACCIDENTS AND AVERAGE DAYS ABSENT



Tomorrow

Engaging with suppliers

In continuation of efforts to optimize and expand the scope of [Novozymes' Responsible Purchasing program in 2011](#), we plan to further improve specification of supplier requirements by developing enhanced assessment guidance information for implementation in 2012.

To involve suppliers more openly in innovation and in identifying joint sustainable solutions, we have planned a Supplier Innovation Day in March 2012.

Furthermore, supplier performance management will remain on the agenda of the SDB as a strategic project for 2012, with allocated resources for the development and implementation of the project. We will also continue further training of purchasers and auditors.

For more information, please refer to our [policy](#) and [position](#) on Responsible Purchasing.

Novozymes welcomes the UN Guiding Principles on Human Rights

Novozymes has for several years been following the progress made by John Ruggie on implementing the [Guiding Principles on Business and Human Rights](#), and we believe that we are well prepared to meet the requirements.

As a strategic project for 2012 anchored in the Sustainability Development Board, Novozymes has allocated resources to identify how to further integrate the new guidelines in our own activities and in our collaboration with suppliers going forward.

Together with four other companies in the Danish Business Network on Human Rights network, Novozymes is currently testing a practical tool developed by a German UN Global Compact group to identify areas for improvement and focus in the coming years.

The main component of Novozymes' due diligence process is the annual self-assessments of minimum standards that document the main issues in different regional contexts, to what extent we comply with our minimum standards internally, and any shortfalls, including potential adverse impacts. Perspectives for including human rights and labor practices in our due diligence process will be explored in further detail during 2012.

Environment

In this section we report on United Nations Global Compact principles 7-9.

Approach

Novozymes seeks to take appropriate measures to support a precautionary approach to environmental challenges, promote greater environmental responsibility and encourage the development and diffusion of environmentally friendly technologies. Our dedication to addressing and advancing environmental issues is embedded in our [Vision, values, and company idea, Touch the World](#).

In support of international environmental conventions such as the [United Nations Convention on Biological Diversity](#) and the principles of the [UN Global Compact](#), relevant principles are integrated systematically in Novozymes' [management practices](#) to ensure that global and local initiatives are mutually supportive. In this connection, we have developed specific policies addressing [environment and bioethics](#). In addition, Novozymes has also developed position papers on a variety of environmental issues related to [animal testing](#), [antibiotic resistance genes in GMMs](#), [biodiversity](#), [biofuels](#), [detergent enzymes](#), [enzymes produced by GMMs](#), [gene technology](#), [global warming](#), [labeling of enzymes](#), [REACH](#), and [responsible purchasing](#). Based on the above practices, standards, policies, and positions, the relevant boards and departments systematically monitor, report, and follow up on environmental issues at Novozymes on an ongoing basis.



In support of environmental management, development, and transparency, Novozymes reports on the following GRI indicators, [EC 2](#), [EN 1](#), [EN 3–8](#), [EN 11–26](#), [EN 28](#), [EN 29](#), [EN 32](#), [SO 5](#), [PR 3](#), and [PR 4](#), providing a quantitative counterpart to the environmental dimension.

Today

In 2011, Novozymes met the [environmental targets](#) for energy efficiency, CO₂ efficiency and impacting climate change by enabling our customers to reduce their CO₂ emissions, while the result for water efficiency ended up slightly below the target for 2011.

One of our main initiatives in 2011 was to develop and implement a global environmental management system for our BioBusiness activities. We have also updated our environmental and bioethics and biodiversity standards, which are effective from 2012. The biodiversity standard, outlining the requirements of the United Nations Convention on Biological Diversity, has laid focus on the utilization of genetically modified resources and its implications for our business and strategy. Novozymes has also been able to decouple emissions from growth through continuous optimization and investment in energy-efficient equipment. Our target of meeting the energy needs of the entire operations in Denmark through wind energy by 2012 was met 1 year earlier, as part of an initiative to increase the use of environmentally friendly technology. Through our [corporate citizenship](#) activities, we engaged with local communities in all our regions and were able to create awareness of environmental sustainability. Our initiative in Mozambique, CleanStar Mozambique, and participation in the [COP17 conference](#) have helped create awareness and disseminate climate-friendly technology.

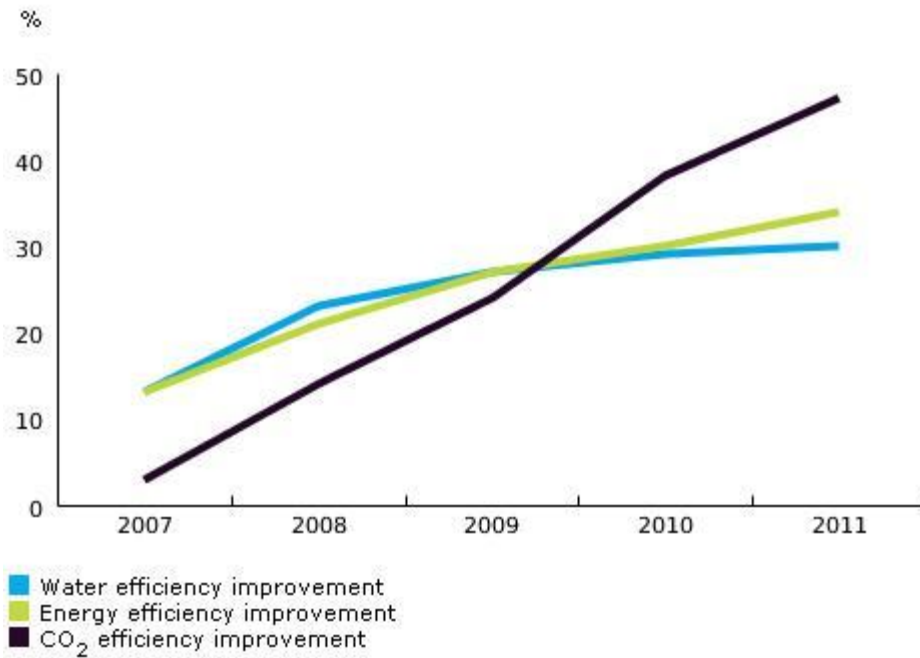
Integration of environmental management system in BioBusiness

After undertaking a complete gap analysis of the environmental management setup within BioBusiness activities, we were able to implement the ISO 14001 environmental management system in this young and growing business segment in 2011. This ensures a standard global working procedure to evaluate and update environmental impacts. In addition, it will also provide the necessary framework to set targets and action plans to handle these impacts. As part of efforts to introduce ISO 14001, training programs have been conducted for regional environmental management representatives in all our BioBusiness production facilities around the world. The introduction of ISO 14001 into BioBusiness will complement the environmental management system already working successfully in Enzyme Business.

Minimizing our footprint

In anticipation of future constraints and challenges related to the environment, we adopt a precautionary approach and continuously work toward improving our own environmental efficiency performance. As part of our drive to reduce our environmental impacts, we set [targets](#) specifically related to efficiency of water and energy consumption and CO₂ emissions. The graph below illustrates our efficiency in 2011, taking 2005 as our baseline.

EFFICIENCY IMPROVEMENT COMPARED TO 2005



Reducing environmental impacts together with our customers

Reducing carbon emissions makes good business sense and is a high priority for Novozymes. Our overall carbon footprint comprises around 250,000 tons of CO₂ emissions per year from our raw materials and 550,000 tons from our own production, including energy consumption. By way of comparison, our enzyme applications reduced our customers' CO₂ emissions by an estimated 45 million tons in 2011. At Novozymes, we develop product **life cycle assessments (LCAs)** based on the ISO 14040 methodology and analyze the impact on the environment at every stage of a product's life cycle, and we find that the use of enzyme technology generally provides environmental benefits.



Environmental footprint: We strive to minimize the environmental footprint of our operations and work with suppliers to limit theirs. Our customers save millions of tons of CO₂ every year by using our products.

Novozymes joins Carbon Disclosure Project elite

Novozymes featured in the [Carbon Disclosure Project's](#) annual Nordic Carbon Disclosure Leadership Index for the second time in 2011, climbing strongly to 10th place in a comprehensive field of more than 260 listed companies. The CDP assesses the companies' climate change disclosures, with high scores indicating good internal data management and sound understanding of climate-related risks and opportunities affecting the company. More information about this can be found in the [CDP Nordic 260 Report 2011](#).

Transport CO₂ efficiency

Novozymes purchases transport services from providers in different countries around the world. Calculating the environmental impact of transport is extremely complex and requires close collaboration with the transport suppliers. Novozymes discloses data on CO₂ emissions derived from transport broken down by

land, sea, and air. In 2011 we have looked more systematically into the environmental impacts from transportation. Transport data for 2011 include export of products from production sites to the first delivery place where Novozymes pays for the freight, covering more than 90% of Novozymes' sales, as well as transport between production sites. More information about this can be found under [Transport and the environment](#) on our website and in [The Novozymes Report 2011](#).

Tomorrow

Development of new guidelines for biomass distribution and change control in 2012

In our effort to promote greater environmental responsibility, we will focus on the continuation of a biomass distribution project started in 2011. Through this, we will develop and implement guidelines that will cover aspects related to biomass that contains GMOs, and procedures and requirements from inactivation to disposal phase, and further standardize compliance across all our facilities. The coming year will also see the development of environmental guidelines related to change control at a production facility, so as to be able to take into consideration and map environmental impacts related to various changes that occur at the production facility.

Focus on supplier chain improvements

After completion of the assessment of the raw materials with the greatest environmental impact in 2011, we are in the process of drawing up plans to improve raw material sourcing and substitute selected raw materials with sustainable alternatives. Apart from this, we are also establishing further engagements with suppliers so as to develop initiatives to reduce environmental impact. More information about this can be found under [Engaging with suppliers](#). As a strategic project for 2012 anchored in the Sustainability Development Board, Novozymes has allocated resources for the development and implementation of this project going forward.

As another strategic project anchored in the Sustainability Development Board, Novozymes will also continue to further explore aspects related to Green Economy, developing trends, and the role of Novozymes in this discourse. More information regarding our activities related to this can be found at Rio+20 under [Engaging and taking action](#).

Anti-corruption

In this section we report on United Nations Global Compact principle 10.

Approach

Novozymes seeks appropriate measures to work against all forms of corruption, including extortion and bribery. Novozymes' dedication to addressing and advancing anticorruption and business integrity aspects is embedded in our *Vision, values, and company idea, Touch the World.*

In support of international business integrity conventions such as the *United Nations Convention Against Corruption* and standards such as the principles of the *United Nations Global Compact*, relevant principles are integrated systematically in Novozymes' *management practices* to ensure that global and local initiatives are mutually supportive. In this connection, Novozymes has developed specific policies on issues covering *financial, legal, and tax issues* as well as positions on *business integrity, responsible purchasing, business ethics, and others.*

Based on the above practices, standards, policies, and positions, the relevant boards and departments systematically monitor, report, and follow up on anticorruption and bribery at Novozymes on an ongoing basis.



In support of anticorruption management, development, and transparency, Novozymes reports on the following GRI indicators: SO 2, SO 3, SO 4, SO 5, SO 6, SO 7, and SO 8, providing a quantitative counterpart to anticorruption and business integrity reporting.

Today

In 2011, we updated our booklet on business integrity to reflect various intergovernmental initiatives. The updated booklet was used in an internal awareness-raising campaign with a link to our new set of values. Training within the organization regarding Novozymes' standards on business integrity also continued by means of an e-learning program, and we reached 71% coverage. Furthermore, as of 2011 we have successfully complied with all the basic reporting elements and several of the desired reporting elements that are part of the [Guidance on the 10th Principle against corruption](#), developed by the UN Global Compact.

Development of Business Integrity Standards

In our effort to stay in touch with both internal risks and external trends, Novozymes continuously strives to improve our standards and guidelines. As a result, we have updated our booklet on business integrity, [Bribery – No thanks!](#), to reflect new intergovernmental initiatives such as the United Nations Convention against Corruption, OECD Conventions and Recommendations, EU conventions against corruption, and national instruments, including the US Sarbanes–Oxley Act and the UK Bribery Act.

Successful reporting on 10th principle against corruption

Being a Global Compact participant and a LEAD company, Novozymes aims for complying with all the seven basic reporting elements and several of the desired reporting elements in the [Guidance on the 10th principle against corruption](#), developed by the UN Global Compact and Transparency International. The reporting guidance provides a good structure for documenting our commitment, policies, implementation, and monitoring activities related to anticorruption. Reporting of these elements is integrated in our governance and management structure as illustrated above. An index of compliance with the basic reporting elements is provided in [Transparency and disclosure](#).



Socioeconomic impact: Novozymes impacts and is impacted by society through interactions and transactions with a variety of stakeholders.

Tomorrow

Focus on distribution strategy

In 2012, the Committee on Business Integrity will focus on development of a systematic approach to follow up on distributors and agents, so as to extend the principles related to anticorruption to the value chain in which we operate. This strategy will be used to develop a clear perspective on the principles that distributors need to adhere to. Increased training and further coverage of employees are also in the pipeline for 2012.

Increased focus on desired reporting elements in the Guidance on the 10th principle against corruption

Novozymes intends to place additional focus on improving our documentation of and reporting on the additional desired reporting elements provided by the [Guidance on the 10th principle against corruption](#). We perceive this as an opportunity to learn from best practices related to business integrity, and can gather inspiration to improve our efforts in implementation and communication of aspects related to anticorruption such as:

- Commitment and policies: leadership commitment, commitment to international conventions, risk assessment, and management
- Implementation: actions to encourage business partners, responsibility, accountability, and auditing
- Monitoring: participation in anticorruption initiatives, dealing with incidents, external assurance, etc.

With a focus on distributors and agents, we intend to encourage those along the value chain to commit to and implement stronger anticorruption measures, which is linked to the desired reporting element D6. We will also focus on element D8, with increased involvement of the human resources team through training programs.

Transparency and disclosure

This section reports on recognition of our sustainability efforts, provides a third-party review of our Communication on Progress, links to our previous CoPs and an index of our reporting.

As a global company, Novozymes has implemented and wants to continue to implement values such as responsibility, accountability, openness, and honesty in the way we do business. We share and provide sustainability information through a variety of platforms. Communication efforts such as these give credibility to our work and help reach a large audience. Furthermore, these efforts also gain recognition of the professionalism with which we approach our sustainability goals. In addition to recognition from various indexes, in 2011 we have also had our CoP reviewed by third parties who are experts within the field of sustainability, thus keeping in touch with best practices.

Recognition of Novozymes' sustainability performance

As a result of our vast number of efforts toward driving sustainability and communicating the same, we have been included in a host of indexes that benchmark our performance, and have received several recognitions, giving credibility to our work. We hope that this might also serve as inspiration to other companies and drive interest in sustainability. Some of these recognitions are presented below.

Global Reporting Initiative (GRI)

Novozymes supports the Global Reporting Initiative's framework for sustainability reporting. Accordingly, GRI reporting has been an integrated part of Novozymes' reporting platform since 2002, and Novozymes adopted the G3 guidelines in 2007. Based on a thorough analysis of the GRI guidance and requirements, Novozymes and the Global Reporting Initiative declare Application Level A for [Novozymes' 2010 GRI reporting](#). Our GRI reporting for 2011 is available in [The Novozymes Report 2011](#).



Dow Jones Sustainability Indexes and SAM Gold Class

For the 10th time, Novozymes is the industry leader of the biotechnology sector in the Dow Jones World and STOXX Sustainability Indexes. In addition, Novozymes achieved the SAM Gold Class rating in 2011 and 2010. Read more about this on [our website](#) and visit the [Dow Jones Sustainability Indexes](#) website.



Carbon Disclosure Project

Novozymes achieved a disclosure score of 85 out of 100 in the 2011 [Carbon Disclosure Project \(CDP\)](#), up from 77 in 2010, moving up strongly to 10th place in the Carbon Disclosure Leadership Index, a comprehensive field of more than 260 listed companies.



FTSE4Good Index Series

Novozymes continues to be included in the FTSE4Good Global and Europe indexes. FTSE4Good measures corporate responsibility performance based on globally recognized standards and facilitates investments in companies that meet the criteria laid down in the standards.



FTSE4Good

Ethibel EXCELLENCE Investment Register

In 2011, Novozymes was once again included in the Ethibel EXCELLENCE Investment Register, which is one of the benchmarking indexes for Socially Responsible Investment (SRI) products used by a growing number of European banks, fund managers, and institutional investors.



The Global 100 Most Sustainable Corporations in the World

For the 5th year in a row, Novozymes has been ranked among the Global 100 Most Sustainable Corporations in the World by Corporate Knights and Innovest Strategic Value Advisors Inc. (RiskMetrics Group), an index that aggregates information about companies that demonstrate exceptional capacity to address their sector-specific environmental, social, and governance risks and opportunities.



Third-party opinion

In 2011, Novozymes' CoP has been reviewed by external stakeholders. The review by Mr. Viraf Mehta, Advisor, Centre for Responsible Business at Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) is published below followed by a response from Novozymes:

Review of the Report

"I have read Novozymes' UN Global Compact Communication on Progress (COP) report including The Novozymes Report 2011. The report has been prepared in accordance with the requirements arising from Novozymes' participation in the UNGC's LEAD initiative, and from the recently launched Blueprint for Corporate Sustainability Leadership.

Overall, I believe that the COP is an excellent start on reporting on the UNGC Principles at this advanced level that adequately covers the defined dimensions. The COP deserves commendation for its excellent portrayal of a company that continues to provide a leadership model with sustainability at the core reflected in a benchmark of transparency and disclosure.

I find that Novozymes is in a stage of transition regarding the enhanced focus on non-workplace social impacts of its business, in comparison with its acknowledged leadership efforts regarding environmental impacts, governance and ethics. Novozymes has indeed stepped up its focus on labor and human rights, in particular through the inspiration gained from Professor John Ruggie's UN Guiding Principles. However, there

remains scope to further improve this through the adoption of additional performance indicators and a human rights due-diligence across its operations and by applying rights based approach, for example, with existing initiatives supporting the Millennium Development Goals (MDGs).

Areas of excellence include:

- 1) Accurate account of the material sustainability challenges and trends pertaining to Novozymes' core business and priorities, performance targets and action plans, also in the context of The Novozymes Report 2011*
- 2) Evident extent to which the governance and leadership of the company provides ownership, guidance and oversight to sustainability issues*
- 3) Informative and useful depiction of key performance indicators in comparison with previous years*
- 4) Action taken to support other sustainability related initiatives within the UN, including involvement with local Global Compact Networks.*

Suggested areas of improvement include:

- 1) Introduction of country specific information for important developing country markets;*
- 2) Information on the extent to which sustainability issues are taken into consideration in decisions related to mergers, acquisitions and other business investments*
- 3) Further information on the steps taken to enhance the sustainability performance of key suppliers*
- 4) More detailed account of how 'gender' issues are integrated into the company's 'sphere of influence', using additional indicators or guidelines, e.g. the GRI's gender supplement*
- 5) An account of how Novozymes has encouraged the participation of, access to, and feedback on its sustainability report*
- 6) An account of collaborative sustainability initiatives with other companies in the Bio/enzyme sector and Novozymes' position on 'responsible/ethical lobbying', particularly in the public policy space in developing countries, including in the regulatory space."*

About Viraf Mehta

Advisor, Centre for Responsible Business at GIZ

Mr. Viraf Mehta is a social anthropologist, currently advisor to the Centre for Responsible Business at Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and country coordinator of the Responsible and Accountable Garment Sector (RAGS). Mr. Mehta is a member of several initiatives in the field of corporate responsibility, with a special focus on the human rights and business interface, including the UN Global Compact. He has been involved in corporate social responsibility initiatives since the mid-80s at the Tata Group (1986-2000), CEO of the NGO called Partners for Change (2002-2010), regional advisor for South Asia to the Institute for Human Rights and Business (2008-2010) among others.

Novozymes' response

"Novozymes appreciates the feedback provided by Mr. Mehta and the conclusion that our COP meets the advanced reporting requirements of UNGC LEAD and the blueprint in Mr. Mehta's view. We are committed to further improving our understanding, handling and reporting of human rights impacts, which among others

will be addressed in a project in 2012. The project will also look into integration of human rights considerations in our screening and acquisition process, and we will use all of Mr. Mehta’s valuable inputs to scope and inspire this project. From 2012, we expect to report on basis of the GRI G4 guidelines and may use this as an opportunity to expand our reporting on gender diversity, stakeholder feedback process for reporting and industry collaboration and lobbying.”

Communication on Progress (CoP) archive

An archive of our previous Communication on Progress (CoP) reports can be found on the [UN Global Compact website](#), where our continuous development and progress in reporting is tracked.

Index of Blueprint and Anti-Corruption Reporting Guidance

As a Global Compact LEAD company from 2011, Novozymes commits to reporting along the lines of the [Blueprint guidelines](#). Below is an index of our fulfillment of the Action Items under dimensions 2 and 3 of the Blueprint. Dimension 1 and the cross-cutting Component of the Blueprint have been indexed through fulfillment of the Global Compact Advanced level reporting. In addition to this, we have also indexed our efforts to comply with the basic reporting elements under the [Anti-Corruption Reporting Guidance](#) issued by the UN Global Compact.

Index of action items reported under Blueprint dimension 2:

Dimension 2: Taking action in support of broader UN goals and issues		
Component: Core Business Contributions to UN Goals and Issues		
Action Item	Reporting Status	Location in the report/website
1. Align core business strategy with one or more relevant UN goals / issues.	✔	Engaging and taking action: CleanStar Mozambique, Rio+20
2. Develop relevant products and services or design business models that contribute to UN goals /issues.	✔	Engaging and taking action: CleanStar Mozambique, COP17, Novozymes solutions
3. Adopt and modify operating procedures to maximize contribution to UN goals / issues.	✔	Engaging and taking action: CleanStar Mozambique, Rio+20, COP17, Corporate citizenship
Component: Strategic Social Investments and Philanthropy		
Action Item	Reporting Status	Location in the report/website
4. Pursue social investments and philanthropic contributions that tie in with the core competences or operating context of the company as an integrated part of its sustainability strategy.	✔	Engaging and taking action: Corporate citizenship, CleanStar Mozambique
5. Coordinate efforts with other organizations and initiatives to amplify – and not negate or unnecessarily duplicate – the efforts of other contributors.	✔	Engaging and taking action: (overall), UN Global Compact Local Networks, Mentor Program – Air Greenland, etc.

6. Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups.		Anti-Corruption: Approach and Today sections
Component: Advocacy and Public Policy Engagement		
Action Item	Reporting Status	Location in the report/website
7. Publicly advocate the importance of action in relation to one or more UN goals / issues.		CEO commitment and leadership, Engaging and taking action: CleanStar Mozambique, Rio+20, COP17
8. Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals / issues.		Engaging and taking action: CleanStar Mozambique, Rio+20, COP17
Component: Partnerships and Collective Action		
Action Item	Reporting Status	Location in the report/website
9. Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy.		Engaging and taking action: CleanStar Mozambique, Corporate Citizenship Mentor Program – Air Greenland, etc.
10. Join industry peers, UN entities and/or other stakeholders in initiatives that contribute to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives that extend the company’s positive impact on its value chain.		Engaging and taking action: CleanStar Mozambique, Rio+20, COP17, Mentor Program – Air Greenland, etc.

Index of action items reported under Blueprint dimension 3:

Dimension 3: Engaging with the UN Global Compact		
Component : Local Networks and Subsidiary Engagement		
Action Item	Reporting Status	Location in the report/website
1. Contribute to the building and operating of at least one UN Global Compact Local Network and help elevate performance of other companies through training, mentoring, COP peer review, etc.		Engaging and taking action: UN Global Compact Local Networks, Mentor Program – Air Greenland
2. Encourage subsidiaries to engage with UN Global Compact Local Networks and to participate actively in events and activities.		Engaging and taking action: UN Global Compact Local Networks
3. Publish sustainability information related to each individual subsidiary separately or reference it explicitly in the Communication on Progress of Corporate Headquarters.		The Novozymes Report 2011: Financial, Environmental, and Social data

Component: Global and Local Working Groups		
Action Item	Reporting Status	Location in the report/website
4. Participate in relevant global or local working groups and share experiences, networks, tools and good practices with other UN Global Compact participants.		CEO commitment and leadership, Engaging and taking action: Rio+20, UN Global Compact Local Networks, Mentor Program – Air Greenland
5. Take active part in defining scope and objectives of new working groups when relevant.		Engaging and taking action: Rio+20, UN Global Compact Local Networks

Component: Issue-Based and Sector Initiatives		
Action Item	Reporting Status	Location in the report/website
6. Join and help advance one or more existing UN Global Compact initiatives, e.g. Caring for Climate, CEO Water Mandate, Women’s Empowerment Principles, and Global Business Initiative on Human Rights.	✔	CEO commitment and leadership, Engaging and taking action: Rio+20, Human Rights: Tomorrow section
7. Spearhead need-driven development of new issue-based or sector initiatives within the UN Global Compact and the wider United Nations.	✔	Engaging and taking action: Rio+20, COP17
Component: Promotion and Support of the UN Global Compact		
Action Item	Reporting Status	Location in the report/website
8. Advocate the UN Global Compact to business partners, peers and the general public.	✔	Engaging and taking action: Engaging with suppliers, Mentor Program – Air Greenland, Anti-Corruption: Tomorrow etc.
9. Encourage suppliers and other business partners to join the UN Global Compact, and take on mentoring role on issues related to the initiative.	✔	Engaging and taking action: Engaging with suppliers, Mentor Program – Air Greenland, etc.
10. Participate in activities to further develop and strengthen the UN Global Compact.	✔	Engaging and taking action: UN Global Compact Local Networks, Mentor Program – Air Greenland

Index of Basic Reporting Elements reported under the Anti-Corruption Reporting Guidance

Commitment and Policy			
Element Code	Basic Reporting Element	Reporting Status	Location in the report/website
B1	Publicly stated commitment to work against corruption in all its forms, including bribery and extortion	✔	Anticorruption: Approach (vision, values, etc.)
B2	Commitment to be in compliance with all relevant laws, including anti-corruption laws	✔	Anticorruption: Approach (positions and policies)
Implementation			
Element Code	Basic Reporting Element	Reporting Status	Location in the report/website
B3	Translation of the anti-corruption commitment into actions	✔	Anticorruption: details of governance and management structure, Today – Development of Business Integrity Standards

B4	Support by the organization's leadership for anti-corruption		<i>Anticorruption</i> : Today – Development of Business Integrity Standards (<i>Bribery – No thanks!</i> booklet)
B5	Communication and training on the anti-corruption commitment for all employees		<i>Anticorruption</i> : details of governance and management structure (training, concerns, etc.)
B6	Internal checks and balances to ensure consistency with the anti-corruption commitment		<i>Anticorruption</i> : details of governance and management structure (auditing)
Monitoring			
Element Code	Basic Reporting Element	Reporting Status	Location in the report/website
B7	Monitoring and improvement processes		<i>Anticorruption</i> : details of governance and management structure (CBI), Today, Tomorrow

Annex I – Screen shots of hyperlinks at the Communication on Progress 2011 (excluding links to The Novozymes Report 2011 and external hyperlinks)

1. Animal testing

Webpage Screenshot

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Animal testing

Novozymes' ultimate goal is to eliminate the use of animal testing. But at present, animal testing is required by legal authorities as a precondition to product registration.

Novozymes A/S uses animals for research, safety testing of products and for antibody production where no acceptable alternative methods exist. At present, legal authorities require animal testing as a precondition to product registration.

Our ultimate goal is to eliminate the use of animals and obtain safety measures by other means. We therefore find it important to continuously address the issues around the use of laboratory animals and to challenge the justifiability of this use. The need for data from animal testing should be questioned case by case.

In day-to-day business Novozymes A/S:

1. Strives to observe the principle of the three R's (replacement, reduction and refinement) and is actively investigating:
 - Replacement of animal use by alternative methods, if applicable
 - Reduction of the number of animals used where possible
 - Refinement of methods to reduce pain and distress
2. Assures compliance with Novozymes' policies through 'the internal Science Ethics Committee (SEC). No study involving laboratory animals can be made - internally or externally - unless the protocol has been reviewed and approved by this committee.
3. Requires that our suppliers (Contract Research Organisations) constantly consider and improve the welfare and the needs of laboratory animals.
4. Provides appropriate education of all Novozymes' employees involved in studies with animals and upholds internal standards and procedures to ensure compliance.
5. Engages in dialogue with key stakeholders and reports on performance in terms of the use of animals in the Novozymes Report.

Contact

Contact the Corporate team

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http://www.novozymes.com/en/about-us/innovation-and-values/positions/Pages/Animal-Testing-.aspx

2. Antibiotic resistance genes in genetically modified microorganisms

Webpage Screenshot

The screenshot shows the Novozymes website with the following content:

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Antibiotic resistance genes in genetically modified microorganisms

There are no indications that our use of antibiotic resistance genes has led to an increase in antibiotic resistance in the environment. However, we have decided to find alternative methods in future developments of new enzyme production strains.

Antibiotic is a generic name for substances used in the treatment of human infections caused by microorganisms. The function of the antibiotics is to kill the microorganisms causing the infections. Well-known examples are the penicillins.

Antibiotic resistance

If a microorganism is resistant towards a certain antibiotic, it will survive although it is treated with the antibiotic. Resistance occurs when the microorganism has a gene coding for a protein which makes it resistant towards antibiotics.

The antibiotic resistance genes exist in nature in microorganisms. Via natural gene transfer a microorganism can acquire the resistance gene which makes it resistant to an antibiotic. Future generations of this microorganism will then also benefit from the resistance gene since the resistance is hereditary.

Most antibiotics used in the treatment of human infections will, after a few years' use, tend to meet the occasional strain of microorganism which is not susceptible to their effects. This is why antibiotics are regularly replaced by new ones in the treatment of human diseases.

An important tool in the biotech era

From the beginning of the modern biotech era, the use of antibiotic resistance genes has been an important tool in the development of genetically modified plants or microorganisms. The antibiotic resistance genes are used as markers in the construction and development phase of a recombinant organism, because they can identify a recombinant organism which has taken up the genes in the intended way.

The antibiotic resistance gene is always transferred together with the gene transferred deliberately. In this way the presence of the desired gene can easily be detected in the receiving cell by means of a simple test: The modified organism is grown in the presence of the relevant antibiotic. If the modified organism survives, it means that it has received the antibiotic resistance gene (= the marker), and the transfer of the desired gene has been successful.

Research in risk

Over the past decade, researchers have investigated if antibiotic resistance genes used in the transfer of the desired modification of a plant or a microorganism could then be transferred to microorganisms which are harmful to humans. If so, these microorganisms would be resistant to the antibiotic.

So far, the research shows that this is very unlikely to happen in nature. Over the last years, however, there has been a growing concern about the widespread use of antibiotics in human and veterinary applications. This has led to an increased frequency of bacterial resistance to antibiotics.

Novozymes' position on the use of antibiotic resistance genes

Novozymes has been using antibiotic resistance gene markers in the construction of genetically modified microorganisms for the production of industrial enzymes since the start of the modern biotech era.

All the genetically modified microorganisms that we use as production strains have been safety evaluated and approved before being used in production.

In the development of our constructions we have secured that the possibility of gene transfer has been minimised, and our monitoring programmes give no indications that this use of antibiotic resistance genes has led to an increase in antibiotic resistance in the environment.

Novozymes agrees that the increased frequency of bacterial resistance to antibiotics gives rise to general concern. We also agree that it is important that all efforts are made to limit this increase.

Although the risk of an increase in antibiotic resistance as a result of our use of antibiotic resistance marker genes is extremely small, Novozymes has therefore decided to find alternative ways of obtaining selection markers in future developments of new enzyme production strains.

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3. Biofuels

Webpage Screenshot

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Biofuels

Novozymes is the world's leading supplier of enzymes for the production of 1st generation bioethanol for fuel - made from starch derived from corn and other grains.

Novozymes is furthermore leading the way in the development of enzymes and processes for the production of 2nd generation bioethanol to be made from cellulosic plant residues and materials, such as corn stover, straw, bagasse, wood chips, etc. in close cooperation with other leading players in the field.

Biofuels constitute a small but rapidly growing part of the global energy supply. They are a renewable energy source with the potential to reduce CO2 emissions from the transport sector and create economic opportunities for rural areas and developing countries. Thus, biofuels can be an important part of the energy mix of the future

Position on biofuels

Novozymes has a sincere concern for environmental stewardship and sustainable development. Novozymes therefore supports the careful scientific and holistic evaluation of all relevant aspects of biofuel production and use along with other alternative and renewable fuels needed for our future global energy supply. Further, Novozymes actively supports international multi-stakeholder initiatives to develop certification schemes for - and promote the production of - sustainable biofuels.

Potential benefits of production and use of biofuels

With policies and practices supporting sustainable land and resource use, negative environmental, social and economic impacts can be very limited and greatly outweighed by the benefits.

In short, the potential benefits of production and use of biofuels are as follows:

- Biofuels are made from renewable sources and can be made perpetually
- Biofuels replace and reduce reliance on fossil fuel
- Biofuels can cause significantly less CO2 emissions compared with fossil fuels
- Biofuels can stimulate development, particularly in rural areas and in developing countries

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http://www.novozymes.com/en/about-us/vision-and-values/positions/Pages/Biofuels.aspx

4. Business ethics

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Business ethics and anticorruption

Novozymes is committed to ensuring high standards in everything we do and to conducting our business operations in a responsible way.

PREVENT
Policies, positions and standards
Integrity principles
Seeking guidance
Training of employees

DETECT
Ombudsperson Committee on business integrity
Ethics hotline

REACT
Implementation of preventive, disciplinary and other measures
Reporting on initiatives

Contact

Contact the Corporate team

Send e-mail

Contact page

Ethics Hotline Report your concern

Position on business ethics

Corporate governance

These commitments are thoroughly described in Novozymes' Touch the world, which sets Novozymes' general direction, and our policies and standards, which lay down the ground rules for Novozymes' business conduct.

In support of these commitments Novozymes has established measures to facilitate the prevention, detection, and remedying of noncompliance with Novozymes' policies and standards.

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http://www.novozymes.com/en/about-us/mission-and-values/business-ethics/Pages/default.aspx

5. Business integrity

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Business integrity

Novozymes believes that corruption has a wide range of corrosive effects on society in general and on markets in particular. Accordingly, Novozymes has joined the United Nations Global Compact and thus supports working against corruption in all its forms.

Transparency and a clear position

As a global company with activities in many countries, Novozymes wants to show that it is possible to grow a healthy global business based on values such as responsibility, accountability, openness, and honesty. This way of doing business has characterized Novozymes for many years and will continue to do so.

Based on these values and as part of our sustainability work we have found it pivotal to have a clear position on business integrity in order to increase transparency and to state our position inside and outside the company. We also want to prepare employees to deal even better with ethical matters.

Position on business integrity

Novozymes' position on business integrity rests on six integrity principles to which all employees must adhere (see below). These principles have been integrated into our global quality management system:

- **Bribes:**
Novozymes neither accepts nor offers bribes in any form
- **Facilitation payments:**
Novozymes do not make facilitation payments
- **Money laundering:**
Novozymes does not contribute to money laundering. All financial transactions must be documented
- **Protection money:**
Novozymes does not pay protection money
- **Gifts:**
The value of gifts given and received must not exceed locally defined triviality limits
- **Political and charitable contributions:**
Novozymes does not make financial contributions to political parties. Charitable contributions are subject to various restrictions

The six integrity principles have been devised to reinforce Novozymes' values of accountability, responsibility, openness, and honesty as stated in Novozymes' *Touch the World*. These principles are further defined in the "Standard on business integrity" which is part of Novozymes' policies and standards. Interactive training that offers a proactive approach to dilemmas related to bribery and corruption is available for relevant employee groups. A dedicated committee on business integrity follows up on training, handles reporting of business integrity-related matters, and offers guidance requested by employees. Furthermore, all employees have access to guidance and may anonymously raise concerns about business ethics and corruption, including possible breaches of our integrity principles.

Inquiries concerning Novozymes and business integrity

You are welcome to contact Novozymes for more information on our position on business integrity [here](#).

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Report your concern

Business ethics - Prevention of, detection of & reaction to

Corporate governance

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6. Corporate citizenship

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Corporate citizenship

As a responsible corporate citizen, Novozymes is committed to dedicating resources to forward-looking community engagement activities.

NOVOZYMES CITIZENSHIP PROGRAM

Citizymes

Novozymes engages in community activities, to give back to our communities around the world. We do this by making our competencies in science understanding and environmental responsibility available to benefit and inspire the next generation of scientist and innovators. As a world leader in bioinnovation, Novozymes has a tradition of contributing to biotechnology education. We engage in projects and partnerships worldwide to teach young people about biotechnology and environmental responsibility.

Contact

Contact the Corporate Citizenship team:

Send e-mail

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http://www.novozymes.com/en/about-us/vision-and-values/corporate-citizenship/Pages/default.aspx

7. Detergent enzymes

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Detergent enzymes

Enzymes have been used in detergents since the 1960s. The use of enzymes in laundry and automatic dish washing detergents provides consumers with well proven benefits - both in the washing process itself and in terms of the wider environment.

Enzymes can reduce the environmental load of detergent products since they:

- Save energy and CO2 emissions by enabling lower wash temperatures while maintaining washing performance
- Partly replace other chemicals in detergents, such as surfactants
- Enable compactation, reducing packaging and transportation costs
- Are biodegradable, leaving no harmful residues
- Have no negative environmental impact on sewage treatment processes
- Do not present a risk to aquatic life

Laundry washing is one of the activities that consume the most energy in an ordinary household. By washing at 30 rather than 60 or 40 degrees, the CO2 savings potential in Europe and the US is around 32 million tons - equivalent to the emission of 8 million cars.

Position on detergent enzymes

The use of enzymes in detergents provides consumers with well proven benefits. Detergent enzymes present no risk to consumers, nor to employees in detergent production, provided a few simple precautionary measurements are followed in order to avoid the generation of airborne enzyme dust or aerosol.

No health risk

At Novozymes only well-known and safe microorganisms is used for enzyme production. Novozymes applies genetic engineering to benefit optimally from the company's production plants and raw materials - to the clear benefit of the environment.

During the production process the enzyme products are recovered from the genetically modified organisms (GMO) and purified. Therefore there are no GMOs present neither in Novozymes' enzyme products. Moreover, Novozymes' production activities are approved and closely regulated and monitored by the Danish environmental authorities.

Encapsulated or liquid enzymes can be handled conveniently and safely.

Modern biotechnology and detergent enzymes

Man's use of enzyme reactions dates back to antiquity. The making of cheese, vinegar and wine, the leavening of bread, and the brewing of beer are all enzymatic processes which have their origins in prehistory.

In the past few decades the industry has increased its use of enzymes, and enzymes are now widely used in many different industries. As they can often replace harsh chemicals and help save on water, energy and raw materials, they have a positive impact on the environment.

Enzymes are widely used in the detergent industry where they provide clear cleaning performance benefits in laundry and dish washing detergent products. Enzyme properties may also be improved by the use of protein engineering technique whereby specific amino acid substitutions in the enzyme are coded for in the enzyme gene.

Examples are the surfactant replacing enzyme Lipoclean, the improved cold washing efficiency of Polarzyme, and the bleach-resistant starch degrading enzyme Duramyl.

Vision and values

- Novozymes' guiding principles:
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http://www.novozymes.com/en/about-us/vision-and-values/positions/Pages/Detergent-enzymes.aspx

8. Diversity and equal opportunities

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Diversity and equal opportunities

Diversity fosters an international mindset, helps attract and retain talent, and encourage Novozymes' willingness and ability to adapt. Ensuring equal rights and promoting diversity makes Novozymes effective in the global business environment.

Position on diversity and equal opportunities

Novozymes is committed to developing a diverse workforce. The company believes diversity fosters innovation and that a diverse working culture is a vital ingredient for a successful global company.

Employment with Novozymes is offered and provided based on merit. Recruitment, terms of employment, promotion, and termination of employment are practiced without any distinction, exclusion, or preference on the basis of race, color, ethnic, national or social origin, gender, religion, age, disability, political opinion, sexual orientation, and family responsibilities.

For Novozymes equal opportunities is about adopting a proactive stance to avoid discrimination. Novozymes' commitment to ensuring equal opportunities in the workplace extends to all global operations, and to ensure local relevance it is addressed in a variety of ways at different sites to reflect local or national conditions.

Grievance procedures

Employees can file complaints about discrimination to the Novozymes Ombudsperson. For non-employee stakeholders, for example job applicants, grievances regarding discrimination should be brought to the attention of the Head of P&O.

Inquiries concerning Novozymes and diversity and equal opportunities

For questions relating to this position please [contact us](#).

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9. Environmental and bioethics policy

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Our environment and bioethics policy

We will work to continuously improve our environmental performance by setting ambitious objectives and integrating environmental and bioethical considerations in our business.

We will support a global sustainable development by developing environmentally sound solutions to meet market needs.

To meet our objectives:

- We must all strive to reduce the environmental impact, resource usage and follow best practices for prevention of pollution. Where we have or can have significant environmental impact we will use the documented management systems to control our performance.
- We will comply with applicable legal requirements and environmental commitments that we support.
- We will ensure a safe handling of the micro-organisms we use based on documentation of the identity of the micro-organism and modifications and risk assessments concerning effects on human health and the environment.
- We must always listen to the bioethical and environmental concerns of our stakeholders and respond openly.
- We will have close relations to the communities where we operate.
- We will cooperate with our suppliers, subcontractors, authorities, customers, partners and other stakeholders to promote a responsible environmental and bioethical behavior.
- We will develop new products and processes where we evaluate the environmental impact and bioethical issues - from the use of raw materials and energy to the application and disposal of the product.
- We will report openly on our environmental performance and bioethical issues on a regular basis.

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http://www.novozymes.com/en/about-us/mission-and-values/Our%20policies/Pages/Environment-and-bioethics.aspx

10. Enzymes produced by genetically modified microorganisms (1/3)

Webpage Screenshot

The screenshot shows the Novozymes website interface. At the top left is the Novozymes logo with the tagline 'Rethink Tomorrow'. To the right are navigation links for 'Contact', 'Worldwide', and 'Enzyme Customer Center', along with a search bar. Below this is a horizontal menu with categories: 'Solutions', 'Sustainability', 'Innovation', 'News', 'Careers', 'Investor', and 'About us'. The main content area features a left sidebar with a tree view of navigation options, including 'Vision and values' and 'Enzymes produced by GMMs'. The central article is titled 'Enzymes produced by genetically modified microorganisms' and includes a 'Print' and 'Share this' button. The article text describes the production of enzymes from GMMs, lists several advantages, and provides a list of specific enzymes and their applications. A 'Contact' sidebar on the right offers options to 'Contact the Corporate team' via email or a contact page.

Brand name	Type of enzymes	Main application
Amylase® AG XXL	Glucoamylase	Juice industry
Attenuzyme®	Glucoamylase	Brewing industry
Biocip® Membrane	Glucoamylase / Polygalacturonase / Cellulase	Juice industry
Ceremix® Plus	Alpha-amylase / Protease / Betaglucanase	Brewing industry
Cerezyme Sorghum®	Alpha-amylase / Protease / Betaglucanase	Brewing industry
Dextrozyme®	Pullulanase / Amyloglucosidase	Starch industry
Finizym® W	Phospholipase	Starch industry
Fungamyl® Super MA	Alpha-amylase / Xylanase	Baking industry
Gluzyme® Mono	Glucose oxidase	Baking industry
Lecitase® Novo	Lipase	Oils and fats industry
Lecitase® Ultra	Lipase	Oils and fats industry
Lipopan®	Lipase	Baking industry
Lipozyme®	Lipase	Oils and fats industry
Liquozyme®	Alpha-amylase	Starch industry
Maltogenase®	Maltogenic amylase	Starch industry
Maturex®	Alpha-acetodecarboxylase	Brewing industry
Novamyl®	Maltogenic amylase	Baking industry
Noopazyme®	Lipase	Pasta / Noodles
NovoCarne® Tender	Protease	Meat industry
Novoshape®	Pectinesterase	Fruit processing

Enzymes produced by genetically modified microorganisms (2/3)

Novozym® 27080	Carbohydrase / Lipase	Baking industry
NOVOZYM® 27122	Xylanase	Protein Hydrolysis
Novozym® 33081	Polygalacturonase	Juice industry
Novozym® 37020	Protease	Meat industry
Novozym® 46016	Phospholipase	Dairy industry
Novozym® 46019	Cellobiose oxidase	Dairy Industry
Palatase®	Lipase	Dairy industry
Pectinex® XXL	Pectin lyase / Polygalacturonase	Juice industry
Pectinex® BE XXL	Pectin lyase	Juice industry
Pectinex® SMASH XXL	Pectin lyase	Juice industry
Pectinex® YieldMASH	Polygalacturonase	Juice industry
Pentopan® Mono	Xylanase	Baking industry
Promozyme® D2	Pullulanase	Starch industry
Saczyme®	Glucoamylase	Alcohol industry
SAN Extra®	Glucoamylase	Alcohol industry
SAN Super 360L®	Glucoamylase / Alpha-amylase / Protease	Alcohol industry
Shearzyme®	Xylanase	Starch industry
Spirizyme®	Glucoamylase	Ethanol industry
Termamyl®	Alpha-amylase	Starch industry
All except Termamyl® Classic		
Toruzyme®	Transferase	Starch industry
Viscoferm®	Cellulase / Xylanase / Betaglucanase	Alcohol industry
Acrylaway	Aspariginase	Baking industry
Cold Crust	Glucoamylase	Baking industry
Opticake	Maltogenic amylase	Baking industry
Pentopan Plus	Xylanase	Baking industry
Sweetase	Alpha-amylase	Starch industry
BAN - only BAN LS	Alpha-amylase	Starch industry

Feed applications

Brand name	Type of enzymes	Main application
Bio-Feed® Wheat	Xylanase	Animal feed industry
Bio-feed® Phytase	Phytase	Animal feed industry
RONOZYME WX	Xylanase	Animal feed industry
RONOZYME NP	Phytase	Animal feed industry
RONOZYME P	Phytase	Animal feed industry
RONOZYME ProAct	Protease	Animal feed industry
RONOZYMES RumiStar	Alpha-amylase	Animal feed industry

Other applications

Brand name	Type of enzymes	Main application
Aicalase®	Subtilisin	Detergent industry
Aquazym AT-L	Alpha-amylase	Textile industry
Aquazym LT-L	Alpha-amylase	Textile industry
Aquazym® 120 L	Alpha-amylase	Textile industry
Aquazym® 240 L	Alpha-amylase	Textile industry
Aquazym® Ultra	Alpha-amylase	Textile industry
Aquazym Prime®	Alpha-amylase	Textile industry
Aquazym® SP	Alpha-amylase	Textile industry
Aquazym® SD	Alpha-amylase	Textile industry
Aquazym® MT	Alpha-amylase	Textile industry
BioPrep®	Pectate lyase	Textile industry
Carezyme®	Cellulase	Detergent industry
Celluclean®	Cellulase	Detergent industry
Cellusoft® AP L	Cellulase	Textile industry
Cellusoft Combi	Cellulase	Textile industry
Cellusoft® CR	Cellulase	Textile industry
Cellusoft® 25000	Cellulase	Textile industry
Cellusoft NeuPolish	Cellulase	Textile industry
Clear-Lens® LIPO	Lipase	Personal care industry
DeniLite®	Laccase	Textile industry
DeniMax® 601	Cellulase	Textile industry
DeniMax® 399	Cellulase	Textile industry
Duramyl®	Alpha-amylase	Detergent industry
Endolase®	Cellulase	Detergent industry
Everlase®	Subtilisin	Detergent industry
Extruzyme® Pro	Alpha-amylase	Pet food industry
GreaseX®	Lipase	Leather industry
Kannase®	Subtilisin	Detergent industry
Lipex®	Lipase	Detergent industry
Lipolase®	Lipase	Detergent industry

Enzymes produced by genetically modified microorganisms (3/3)

Liquanase®	Subtilisin	Detergent industry
Liquozyme®	Alpha-amylase	Starch and Ethanol industry
Mannaway®	Mannanase	Detergent industry
NovoBate #1	Protease	Leather industry
NovoBate® 100	Trypsin	Leather industry
NovoBate® 115	Trypsin	Leather industry
Novobate 1547	Protease	Leather industry
Novobate 5046	Trypsin	Leather industry
NovoCor® AX	Subtilisin / Alpha-amylase	Leather industry
NovoCor® ADL	Lipase	Leather industry
NovoCor® ABG	Protease	Leather industry
NovoCor® ABL	Protease	Leather industry
NovoCor B-50	Protease	Leather industry
NovoCor® SG	Subtilisin	Leather industry
NovoCor® SL	Subtilisin	Leather industry
NovoCor S 2500 C	Protease	Leather industry
NovoCor Soaking O	Lipase	Leather industry
NovoCor Zyming O	Lipase	Leather industry
NovoLime®	Subtilisin / Lipase	Leather industry
Novoprime® A 328	Cellulase	Textile industry
Novoprime® A 378	Cellulase	Textile industry
Novoprime A 379	Cellulase	Textile industry
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Novoprime® A 388	Cellulase	Textile industry
Novoprime A 800	Cellulase	Textile industry
Novoprime® A 868	Cellulase	Textile industry
Novoprime® A 878	Cellulase	Textile industry
Novoprime® A 888	Cellulase	Textile industry
Novoprime® A 966	Cellulase	Textile industry
Novoprime® B 958	Cellulase	Textile industry
Novoprime® B 969	Cellulase	Textile industry
Novoprime® A 979	Cellulase	Textile industry
Novoprime B 957	Cellulase	Textile industry
Novoprime B 3600 L	Cellulase	Textile industry
Novoprime® Base 268	Laccase	Textile industry
Novoprime D 615	Alpha-amylase	Textile industry
Novoprime® D 659	Alpha-amylase	Textile industry
Novo-Pro D®	Protease	Pet food industry
Novozym® 388	Lipase	Biocatalysis
Novozym® 435	Lipase	Biocatalysis
Novozym® 476	Cellulase	Paper industry
Novozym® 525 F	Lipase	Biocatalysis
Novozym® 539 HP F	Protease	Biocatalysis
Novozym® 735	Lipase	Textile industry
Novozym® 871	Lipase	Pet food industry
Novozym® 50004	Glucoamylase	Alcohol industry
Novozym® 51003	Laccase	Paper industry
Novozym® 51032	Lipase	Paper industry
Novozym LTC	Cellulase	Textile industry
NUE 12 MG	Protease	Leather industry
Ovozyme®	Subtilisin	Detergent
Polarzyme®	Subtilisin	Detergent
Pyrase®	Protease	Leather industry
Resinase®	Lipase	Paper industry
Savinase®	Protease	Detergent industry
Scourzyme®	Pectate lyase	Textile industry
Stainzyme	Alpha-amylase	Detergent industry
Suberase®	Laccase	Corks
Termamyl®	Alpha-amylase	Detergent industry
Terminox® Ultra	Catalase	Textile industry
Valumax®	Cellulase	Textile industry

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11. Financial and legal policy

Webpage Screenshot

The screenshot shows the Novozymes website with the following elements:

- Header:** Novozymes logo with tagline "Rethink Tomorrow". Navigation links: Contact, Worldwide, Enzyme Customer Center. Search bar: "Search novozymes.com".
- Secondary Navigation:** Solutions, Sustainability, Innovation, News, Careers, Investor, About us.
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 - The bio-based economy
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 - Quality and supplier management

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Our financial and legal policy

We will continuously improve our financial performance by setting high objectives for growth and value creation and deliver competitive performance.

This will strengthen our position as an independent company and enable us to pursue new business opportunities. We will constantly work to ensure operational continuity through a high legal standard and thereby also prevent fraud and protect business critical information.

To meet our objectives:

- We will ensure that our business practices are open and honest.
- We will ensure a strong financial performance that supports our position.
- We will advance and protect our business interests in full compliance with the letter and spirit of the laws and regulations governing our activities.
- We will comply with international financial reporting standards and ensure that the financial information of the Novozymes Group provides a true and fair view of Novozymes' assets and activities.
- We use IT as an important tool to create clarity and to control our business applying sufficient levels of security and governance in order to meet legal, auditor and internal requirements with regards to data confidentiality, integrity and accessibility.
- Contact Section (Right):**

Contact

Contact the Corporate team

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http://www.novozymes.com/en/about-us/vision-and-values/Our%20policies/Pages/Financial-and-legal-.aspx

12. Gene technology

Webpage Screenshot

novozymes Rethink Tomorrow

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Gene technology

Novozymes supports the safe and sustainable use of gene technology in industrial processes, agriculture and health care.

Novozymes finds that gene technology offers a variety of benefits which can contribute to a sustainable development of society including:

- Better and cleaner industrial processes
- Extended use of renewable raw materials as substitutes for fossil raw materials
- More sustainable manufacturing processes for food, feed, fuel and chemicals
- Higher crop yields and reduced use of pesticides in agriculture
- Development of new and better health care products

In order to ensure an adequate level of safety Novozymes supports that robust, science based regulation is in place for processes and products involving gene technology. Novozymes acknowledges the need for improving the general level of knowledge of biotechnology and gene technology and we will continue to provide information and engage in dialogue with stakeholders about benefits and risks in relation to our use of gene technology.

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13. Global warming

Webpage Screenshot

novozymes Rethink Tomorrow

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Global warming

Based on the reports of the United Nations expert group on climate change (IPCC), there is no real doubt that man-made CO2 emissions have given rise to higher temperatures globally.

If present developments continue, the climate will change dramatically within a few decades. Mitigations are therefore needed at global, regional, and company level.

Position on global warming

Novozymes is committed to reducing CO2 emissions and to increasingly being part of the solution. Novozymes strongly believes that industrial biotechnology potentially can add significantly to sustainable development. Industrial growth and welfare can thereby be decoupled from CO2 emissions and the resulting climate change. However, we all have an obligation – and in particular industry itself – to act responsibly and focus much more on energy efficiency and CO2 reductions.

Committed to contributing to global CO2 emission reductions

Novozymes is providing biotechnology solutions for industry – mainly enzymes and microorganisms – that replace conventional technologies that consume more energy and have a greater environmental impact. It has been documented that industrial biotechnology can offer big energy savings, and thereby reductions in CO2 emissions.

Based on life cycle assessment (LCA) it can be calculated that our customers’ application of Novozymes’ products – as alternatives to conventional technologies – reduces global emissions by around 30 million tons of CO2 per year. A target for Novozymes is to increase these annual reductions to 75 million tons of CO2 in 2015. This will be achieved by developing new products, finding new applications, and expanding our existing markets.

Novozymes’ own production and our suppliers’ production give total emissions of around 0.8 million tons of CO2 per year. Even though this is far outweighed by our products’ contribution to CO2 emission reductions, we also need to focus on energy efficiency and savings as a company. This is a prerequisite for acting responsibly and staying competitive in the long run. Novozymes has therefore embarked on an ambitious energy strategy with the target of improving our energy efficiency by more than 50% in 2015 compared to 2005, thereby halving our energy use per produced kilo of product. We will also strive to be using renewable energy to cover 50% of our energy use by 2020.

In Novozymes we are committed to contributing to global CO2 emission reductions. We are convinced that our technology will play a role globally, and as a company we will show dedication to sustainable development.

Inquiries concerning Novozymes and global warming


For questions relating to this position please [contact us](#).

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14. Green growth in Africa

Webpage Screenshot



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How green growth is cooking in Africa

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A bio-based economy has the potential to replace oil, strengthen security of food supplies, protect forests, create jobs, increase incomes, and ensure "green growth" – all at the same time.



By rethinking how we use one of our most abundant renewable resources - plants - we can help meet growing needs for food, feed, fuel and fiber, all at the same time. This is what is known as the bio-based economy.

Watch a video example of an bio-based economy project, or view an infographic on the same.

Mozambique leads the way towards the bio-based economy


The bio-based economy is not theoretical or in the distant future - it is happening now. A real-live example is how Novozymes and CleanStar Ventures are jointly establishing an integrated food-energy business in Mozambique that will replace thousands of charcoal-burning cookstoves with cleaner ethanol stoves. In addition to safeguarding lives from dangerous charcoal smoke, the business is boosting agricultural output, drastically increasing farmers' incomes, saving thousands of acres of forest every year, and resulting in major reductions in greenhouse gas emissions.

Visit CleanStar Mozambique website.

The food-energy project in Mozambique

CleanStar Mozambique is helping smallholder farmers in the Sofala province implement an environmentally restorative agroforestry system on their own land. Whatever the families do not consume themselves, they will be able to sell to the company. They can drastically improve their own nutrition while also increasing their incomes by over 300%. From the surpluses sold to the company, CleanStar Mozambique will produce a range of food products as well as an ethanol-based cooking fuel. Both fuel and products will be sold into urban markets, notably Maputo. By 2014, the venture plans to involve 3,000 smallholders, over 6,000 hectares of land, supply 20 percent of Maputo households with a clean alternative to charcoal (at a competitive price), and protect 4,000 hectares of indigenous forests per year.

Campaign Field




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16. Green growth in Africa -Video

Webpage Screenshot



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Novozymes pioneers food-energy venture in Africa 03:50

Novozymes and CleanStar Ventures jointly establish an integrated food-energy business in Mozambique that will replace thousands of charcoal-burning cookstoves.


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Novozymes at the World Surfactants

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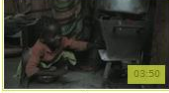
Changing patients' lives...
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Zyme asks Zyme - Science
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About NovozymesTV

With Novozymes TV we want to give you a glimpse of the fiery souls working at Novozymes and the mindset that enable us to deliver sustainable solutions to a demanding global market place. We want to bring life to some of the important issues that we as a company is working with and bring you closer to the people behind our unique innovative business.

Contact NovozymesTV



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Kenneth Aukdal
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http://nz.23video.com/video/3223032/novozymes-pioneers-foodenergy

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17. Human rights and labor standards

Webpage Screenshot

The screenshot shows the Novozymes website with the following content:

Navigation: Contact | Worldwide | Enzyme Customer Center

Search: Search novozymes.com

Menu: Solutions | Sustainability | Innovation | News | Careers | Investor | About us

Left Sidebar:

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 - Diversity and equal opportunities
 - Enzymes produced by GMMs
 - Gene technology
 - Global warming
 - Human rights and labor standards**
 - Labeling of enzymes
 - REACH
 - Responsible purchasing
 - Business ethics
 - Corporate citizenship
 - Corporate governance
- Brochures and downloads
- Quality and supplier management

Human rights and labor standards

Novozymes believes that a basic part of a company's social responsibility is adherence to basic human rights principles.

Novozymes therefore has a long-established commitment to support the UN Universal Declaration of Human Rights (UNDHR), and the company is a signatory to the UN Global Compact.

We have for many years supported the UN Universal Declaration of Human Rights (UNDHR), and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and since 2001 we have been a signatory to the United Nations Global Compact.

Novozymes strongly recognizes the responsibility to uphold basic human rights and labor standards in a variety of different settings. As a global company with significant production activities all over the world, Novozymes has implemented an internal set of Minimum Standards, based on the UN Global Compact's principles for human rights and labor standards, to which every employee and business unit must adhere.

Novozymes six minimum standards are as follows:

- UNGC Principle 1: we support and respect the protection of internationally proclaimed human rights (UNGCC, UNDHR, ILO)
- UNGC Principle 2: we work against human rights abuses
- UNGC Principle 3: we support freedom of association and right to collective bargaining
- UNGC Principle 4: we support the elimination of all forms of forced and compulsory labor
- UNGC Principle 5: we uphold the effective abolition of child labor
- UNGC Principle 6: we uphold the elimination of discrimination in respect of employment and occupation

Although human rights and labor standards are universal, there are differences as to the relevance of the various issues in different settings such as geographical location or business activity. Human rights and labor standard initiatives are therefore anchored with our regional directors for People & Organization who are responsible for ensuring that all business units and employees are covered by an annual self-assessment and list relevant issues. Based on this process, initiatives can be planned at three different levels: In the corporate strategies for People & Organization or Sustainability, regionally or at a local site. In practice, regional management at site level is responsible for the implementation of such initiatives.

Human rights and labor standards are also part of our supplier performance management system, where Novozymes' purchasers evaluate suppliers on these basic criteria. See also Novozymes' position on responsible purchasing.

Activities to support Novozymes' position on human rights and labor standards

- Annual self-assessment covering all personnel areas against Minimum Standards and the possibility to conduct social audits to follow up on performance when relevant
- Core labor and human rights issues as a part of supplier assessment programs and due diligence efforts in association with new acquisitions
- Incorporation of the Minimum Standards into our quality management systems
- Inclusion of the Minimum Standards in global training programs, including introduction of new employees and introduction of new managers
- Supportive training/briefing of managers Ongoing internal communication on human rights and labor standards via our Intranet, reporting, and local channels

As a UN Global Compact signatory and UN Global Compact LEAD company too, Novozymes is committed to continuously improve our sustainability performance and integration of sustainability in our business. Accordingly, we report on our performance within human rights and labor standards annually in our Communication on Progress (COP) for the UN Global Compact, which is also an integral part of our Annual Report.

Inquiries concerning Novozymes' human rights and labor standards

For questions relating to this position please contact us.

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18. Labeling of enzymes

Webpage Screenshot

The screenshot shows the Novozymes website with the following elements:

- Header:** Novozymes logo with the tagline "Rethink tomorrow". Navigation links include "Contact", "Worldwide", and "Enzyme Customer Center". A search bar contains "Search novozymes.com".
- Menu:** Solutions, Sustainability, Innovation, News, Careers, Investor, About us.
- Left Sidebar:** A list of navigation links including "Novozymes and biotechnology", "The bio-based economy", "Facts about Novozymes", "Management, structure and regional offices", "Vision and values" (with sub-links like "Novozymes' guiding principles", "Touch the world", "Our ambition", "Our policies", "Position papers", "Submissions", "Animal testing", "Antibiotic resistance genes in GMMs", "Biofuels", "Business integrity", "Detergent enzymes", "Diversity and equal opportunities", "Enzymes produced by GMMs", "Gene technology", "Global warming", "Human rights and labor standards", "Labeling of enzymes", "REACH", "Responsible purchasing", "Business ethics", "Corporate citizenship", "Corporate governance"), "Brochures and downloads", and "Quality and supplier management".
- Main Content:**
 - Section: Labeling of enzymes**

Novozymes strives to supply our customers with clear information about our enzyme products for them to be able to meet modern consumers' and regulatory requirements.

Product labels are the primary communication tool to Novozymes' customers for the safe and effective handling and storage of our products. It is essential that labels convey a transparent clear message on health and safety aspects of our products to ensure that our products are handled properly by workers and disposed according to local regulation.

Statement

 - Novozymes supports regulations, which ensure safe handling
 - Novozymes supports labeling requirements, which are operational for our customers such as food producers and retailers, and which at the same time provide adequate information to the end user e.g. consumer.
 - Novozymes acknowledges the consumers' wish to have sufficient information about the products they buy in order to make an informed choice
 - It has always been a basic principle of Novozymes to inform all interested parties openly about Novozymes products and the way they are produced including information about any use of genetically modified microorganisms (GMMs) in the production of our enzyme products. Enzymes are regarded as chemicals, feed additives or food processing aids etc. depending on applications. Enzymes are therefore in the scope of different legislations and we shall comply with various country and region specific label requirements worldwide.

Responsibility

The responsibility of labeling our products sold to the final consumer along the supply chain lies with manufacturers of the consumer goods and foodstuffs. As an important raw material supplier to the consumer industry Novozymes has an ongoing dialogue with stakeholders including legislators and authorities, food producers and retailers, the general public and the nongovernmental organizations (NGOs) about labeling.

United Nation proposed the Globally Harmonized System (GHS) for chemicals. GHS has been adopted by many countries. For example, EU has implemented GHS as the new regulation on classification, labeling and packaging ("CLP Regulation"). This regulation is applied to chemicals, as well as food processing aids in EU. GHS contributes to the protection of human health and environment, while facilitating free circulation of goods. In essence it reflects Novozymes' own business strategy. In most countries food labeling rules require all ingredients including food additives to be mentioned in the list of ingredients. Substances used as processing aids are however normally exempt from this requirement.

GM labeling

In the case of GM labeling important markets such as the EU require that the GM-status of all food, food ingredients and food additives must be mentioned in the list of ingredients if they consist of GMO, contain GMO or are derived from GMO. GM substances used as processing aids and substances produced by GM microorganisms under containment are exempted. Further to label information Novozymes provides safety related information about our products in Products Data sheets, Safety Data sheets and via Novozymes Enzyme Customer Center.
 - Right Sidebar:** "Contact" section with "Contact the Corporate team" and "Send e-mail" options.
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http://www.novozymes.com/en/about-us/vision-and-values/positions/Pages/Labeling-of-enzymes.aspx

19. Life cycle assessment

Webpage Screenshot

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Sustainable solutions

- Proven benefits
- Life cycle assessments**
- Published LCA studies
- Our solutions across industries
- Stakeholder engagement
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- Communication on progress

Life cycle assessment

Novozymes uses LCA studies to assess the environmental impacts of our solutions covering the entire life cycle from cradle to grave. This means from raw material extraction, through production, use, and transport, to final disposal or recycling.

Comparison

At Novozymes, LCA studies are used to assess and compare the environmental impact of both conventional and enzyme-assisted solutions delivering the same benefit to a user in industry, agriculture, and private homes.

As an example, a conventional solution could be washing laundry at high wash temperatures while the enzyme-assisted solution could be washing at a lower temperature with an enzyme added. The common user benefit in this case is clean laundry.

Diagram illustrating the comparison of washing laundry:

- Warm wash with conventional detergent (60C)
- Low temp. wash with more enzyme and less surfactant (30C)
- Both lead to Clean laundry
- Surfactants, Builders, Others are shown for both processes.

LCA studies are usually completed in collaboration with customers and based on data from customers' specific application of Novozymes' technology. The findings of such a study can be used directly for developing communication and new claims related to the proven benefits.

Novozymes also uses internal LCA in R&D when developing new products. This is to determine the environmental profile of the new products before they are put into production and launched in the market.

Four environmental indicators and three resource indicators

LCA studies performed by Novozymes address four environmental indicators: global warming, acidification, nutrient enrichment, and smog formation. Our studies address three resource indicators: fossil fuels, agricultural land, and minerals.

External review and verification

LCA studies used in our external communication are carried out according to ISO 14040 standards on LCA and are subject to external expert review or published in peer-reviewed journals. See our published LCA studies.

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http://www.novozymes.com/en/sustainability/sustainable-solutions/life-cycle-assessments/Pages/default.aspx

20. Novozymes receives gold ranking in SAM sustainability yearbook

Webpage Screenshot

The screenshot shows the Novozymes website with a navigation menu (Solutions, Sustainability, Innovation, News, Careers, Investor, About us) and a search bar. The main content area features a news article with a sidebar on the left containing links like 'News archive', 'Novozymes TV', 'Images', 'B-roll', 'Subscribe', and 'Contact'. The article text discusses the company's gold ranking in the SAM Sustainability Yearbook 2011, highlighting its commitment to sustainability and its position as a top performer among 2,500 companies.

Novozymes receives gold ranking in SAM Sustainability Yearbook 2011

Novozymes is proud to receive the gold ranking as top sustainability performer in the SAM Sustainability Yearbook 2011 for the second time in two years. This recognition places Novozymes among the world's top sustainability leaders.

28. February 2011

Today, the investment group Sustainable Asset Management (SAM) published its 2011 Sustainability Yearbook, a guide to the world's leading companies in terms of sustainability, based on the companies included in the Dow Jones Sustainability Indexes. The best-performing companies across all sectors receive a SAM Gold Class rating award. For the second year in a row, Novozymes has achieved this top gold ranking.

Only the top 15% out of 2,500 companies are included in the SAM Sustainability Yearbook. The best performers among these 15% receive the SAM Gold, Silver, Bronze, Leader or Mover Award.

For Novozymes, the gold ranking gives widely acclaimed third-party recognition of the professionalism with which the company approaches its sustainability goals. Today's gold ranking comes in addition to Novozymes achieving the rank of Sector Leader in nine previous years.

Because the Dow Jones Sustainability Indexes are widely recognized, have an 11-year track record, and measure sustainability performance within more than 20 areas across economic, social, and environmental dimensions, the indexes provide an excellent benchmark for Novozymes. The Dow Jones Sustainability Indexes are currently the best-known, and also indicate specific areas where Novozymes can continue to improve its sustainability performance and stay current with new best practices.

Sustainability is a growth driver

Novozymes is committed to demonstrating sustainability leadership by making sure that the company identifies developments on the sustainability agenda that are relevant for the business and organization. Sustainability will become an increasingly important growth driver and define markets, and it is Novozymes' long-term ambition to be recognized as a company that demonstrates leadership and sets the standards when it comes to sustainability.

"Our efforts have made us a top performer in the Dow Jones Sustainability Indexes and SAM Sustainability Yearbook, an achievement that enhances our credibility with business partners, who appreciate that having our own house in order is part of our service - and something that we are ready to share with them," says Mads Bodenhoff, Novozymes Vice President of Finance.

A clear, consistent approach

Novozymes scored especially high this year within the environmental dimension, in stakeholder engagement, and in business ethics. All of these are areas in which SAM, on behalf of Dow Jones, has evaluated that Novozymes has a clear organizational setup and procedures in place and a well-organized, consistent approach that is aligned with the business strategy.

To be included in the Dow Jones Sustainability Indexes requires that a company is using sustainability in a strategic way that is integrated with the business and creates value far beyond mere regulatory compliance.

Read more about Novozymes' approach to sustainability work in The Novozymes Report 2010, "Sustainability as a business driver."

About the Dow Jones Index and SAM

Launched in 1999, the Dow Jones Sustainability World Indexes (DJSI World) comprise the leading companies around the world in terms of sustainability. Based on long-term economic, environmental, and social criteria, it captures the top 10% of the biggest 2,500 companies worldwide. The investment volume of DJSI-based portfolios exceeds USD 8 billion.

Sustainable Asset Management (SAM) is an investment group focused exclusively on sustainability investing that provides asset managers with benchmarks to manage sustainability portfolios. SAM partners with Dow Jones Indexes and STOXX Limited to publish and license the globally recognized Dow Jones Sustainability Indexes (DJSI).

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http://www.novozymes.com/en/news/news-archives/Pages/Novozymes-receives-gold-ranking-in-Dow-Jones-Sustainability-Index.aspx

21. Novozymes solutions

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Read about our sales and markets in the 2011 report

What are enzymes?

Bio solutions - Giving you cost savings and product improvements

Novozymes' bio solutions increase industrial efficiency across the world.

Our industrial enzymes, microorganisms, biopolymers and other proteins allow you to achieve more efficient use of your raw materials, reduce your energy consumption, replace traditional chemicals with more sustainable alternatives, and offer higher-quality products to your customers.

Could bio solutions be the key?

We already offer bio solutions within a wide range of industries. However, if we are currently not serving your industry, please contact us to find out if bio solutions could be the key to your challenges - whether it be achieving better raw material or energy efficiency, delivering higher-quality products to your customers, or meeting legislative or sustainability targets and requirements.

Bio solutions for industrial efficiency

We currently offer bio solutions for agriculture, bioenergy, biopharma, food and beverages, household care, leather, pulp and paper, textiles, and wastewater solutions. Here are a few examples:

- Within **household care** Novozymes offers you unique possibilities for creating high-value products that put considerably less strain on the environment within laundry, dishwashing, general household care, and institutional cleaning
- Our cost-effective bio solutions within **food and beverages** help you to optimize food production in everything from bread to beer, and to save time and money while reducing your impact on the environment
- Novozymes provides **bioenergy** customers with advanced bio innovation solutions that set new standards for performance and viability to produce starch-based and cellulosic ethanol, biodiesel, and biogas
- Our bio solutions also help agriculture move toward more **sustainable farming**. By using our enzymatic pesticides and microbial yield and fertility enhancers, farmers can enjoy healthier crops and higher yields, improve animal nutrition, and maintain healthy water conditions in **aquaculture** systems
- Our **biopharma** team provides ingredients and technologies to help you develop innovative, safer, and more consistent pharmaceutical and medical products
- Within the **pulp and paper** industry enzymes help you to improve the quality, performance, and appearance of your products, reduce environmental impacts, and ensure cost savings.
- In the **textile** industry our bio solutions can also make a big difference. Based on our enzyme innovation you can achieve not only greener production methods but also more economically efficient and effective alternatives to traditional processes
- Novozymes' advanced microbial solutions for biological **wastewater** treatment help you to run efficient, cost-effective, and simplified operations.

Giving you a competitive edge

We work closely with our partners to gain a strong understanding of your markets and priorities so that together we can anticipate your needs for the future and develop solutions to give you a competitive edge. Novozymes has delivered all the major innovations within industrial enzymes for the last 40 years, and with our best-in-class customer service based on technical expertise we work closely with you to implement our bio solutions. We take pride in the results that our bio solutions deliver, maintaining on-time delivery and reliable, consistently high quality so that you can focus on your customers' needs.

VISIT OUR ENZYME CUSTOMER CENTER VISIT OUR BIOENERGY WEBSITE VISIT OUR CRDP PRODUCTION WEBSITE

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22. People policy

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Our people policy

Novozymes will be a company which people want to work for because of what we do and how we do it.

We build our business on spark, passion, openness and science in a challenging work place with a healthy and safe working environment.

To meet our objectives:

- We will all trust and respect each other and welcome colleagues with different backgrounds.
- We must ensure that we have opportunities to grow and unlock our potential in a non-discriminatory environment.
- We will be creative and innovative and benefit from our international and diverse environment.
- We take initiatives, challenge each other, are ready for change and are determined to meet our objectives.
- We must share our knowledge and experiences, and collaborate to improve our performance.
- We will care for each other and seek a good balance between private and work life, based on our individual needs and the needs of the company.
- We will create a developing, healthy and inclusive working environment and the respect for health and safety must never be set aside.
- In our daily operations we must all strive to prevent occupational hazards and diseases and follow best practices. We will use documented management systems to control and improve our performance.
- We will report openly and honestly on our occupational health and safety performance on a regular basis.
- We are all responsible for our lifelong competence development supported by our commitment to encourage a learning culture.
- We are all responsible for prudent use of our IT systems and must ensure that information is distributed properly and not disclosed to anyone that could harm our business.

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http://www.novozymes.com/en/about-us/innovation-and-values/Our%20policies/Pages/People.aspx

23. Purchasing policy

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 - Corporate citizenship
 - Corporate governance
- Brochures and downloads
- Quality and supplier management

Our purchasing policy

We will work to continuously improve our purchasing performance by setting ambitious objectives for cost reduction, value creation and improved performance.

We will support being a global sustainable company by following Novozymes targets on economy and standards on quality, environment, social responsibility and business ethical behavior. The scope of purchasing is all acquisition of goods and services that will lead to an invoice.

To meet our objectives:

- We will only purchase from approved suppliers and through approved purchasing systems.
- We will select suppliers based on weighted evaluation of relevant factors for the specific area of purchasing.
- We will seek standardization of goods and services.
- We will involve the purchasing entity prior to commercial discussions with suppliers.
- We will seek to reduce the number of suppliers.
- When collaborating with our suppliers we want to encourage an environmental, social responsible and business ethical behaviour.
- We will purchase goods and services from the most cost competitive suppliers, based on at least two quotes, when ever possible.
- We are committed to continuously improve our performance. We will encourage our suppliers to do the same.

[Connect with Sourcing EMEA](#)

[Connect with Sourcing Americas](#)

[Connect with Sourcing Asia Pacific](#)

Purchasing
 Supplier guidelines
 Position On Responsible Purchasing

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24. REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals)

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REACH

Novozymes welcomes REACH. In essence it reflects Novozymes' business strategy, where Novozymes strives to substitute highly dangerous chemicals with sustainable enzymatic or biological solutions, while ensuring safety of use.

According to the new EU legislation, REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals), all EU based manufacturers and importers of chemicals are required to register chemicals that are manufactured or imported in yearly tonnages exceeding a certain level.

Novozymes' technical enzymes (used for detergent, leather, special tech, forestry, textile, fuel ethanol etc.) are regarded as chemicals and are therefore subject to the REACH registration. The incentive behind REACH is to improve the protection of human health and the environment from the risks that can be posed by chemicals.

A welcomed step towards sustainable industrial development

Novozymes welcomes REACH. In essence it reflects Novozymes' business strategy, where Novozymes strives to substitute highly dangerous chemicals with sustainable enzymatic or biological solutions, while ensuring safety of use.

Novozymes implements all requirements of REACH as they come into force in order to ensure uninterrupted supply to customers.

Where to go with your REACH enquiry

At Novozymes, a REACH team works intensively with all aspects of REACH. You are welcome to [contact Novozymes' REACH specialists](#).

Contact

Contact the Corporate team

Send e-mail

Contact page

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25. Responsible purchasing

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Responsible purchasing

Novozymes supports taking into consideration sustainability as well as commercial and quality aspects when dealing with suppliers.

RESponsible PURCHASING IN NOVOZYMES

ENGAGE
Action plans and improvement projects

INFORM
Supplier guidelines

NOVOZYME
Supplier assessment and qualification

MONITOR/AUDIT
Continuous Supplier performance evaluation

Position on responsible purchasing

Novozymes supports taking into consideration sustainability as well as commercial and quality aspects when dealing with suppliers. Novozymes' process for screening and evaluating the company's suppliers ensures a sustainable and systematic sourcing practice. The supplier evaluation process is based on the insight and knowledge of skilled category managers who through different media collect the information needed to be able to identify risks and opportunities in relation to both new and existing suppliers. In this process the category managers are supported by the advanced supplier performance management system, which consists of an integrated set of assessment criteria:

- Commercial performance
- Quality performance
- Environmental performance
- Employee health and safety performance
- Human and labor rights performance
- Business integrity performance

Based on these criteria, the supplier performance management system helps identify risks and opportunities in Novozymes' supply chain by pointing out high-risk suppliers as well as awarding preferred status to suppliers with a strong overall performance.

SUPPLIER ASSESSMENT CRITERIA

COMMERCIAL	QUALITY	SUSTAINABILITY
<ul style="list-style-type: none"> • Pricing • On-time delivery • Service • Complaints • Innovation • Credit rating 	<ul style="list-style-type: none"> • Product specifications • Legal Compliance • Quality management systems • Audit except 	<ul style="list-style-type: none"> • Environmental • Employee health & safety • Human and labor rights • Business integrity • Supply chain

Engagement - The sustainable solution

Novozymes has an internal audit corps that conducts supplier audits every year to ensure compliance among a selection of high-risk suppliers. However, in the long term the company believes that collaboration and engagement with suppliers will have a greater impact than control alone.

Dealing with non-compliance

Even with the most effective risk management tools and systems, Novozymes can never guarantee that violations will not occur in our supply chain. However, we can limit the risk significantly. If an incident occurs that violates relevant laws, regulations, or international conventions on human rights, labor, or environmental standards, the category manager will take immediate action by exploring the issue in greater depth. This means contacting the supplier in question to develop an action plan, thereby seeking to help the supplier improve his or her performance rather than just ending collaboration. However, if suppliers are unwilling to improve, Novozymes will maintain the right to end the collaboration with immediate notice.

Inquiries concerning Novozymes and responsible purchasing

For questions relating to this position please [contact us](#).

26. Social responsibility policy

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Our social responsibility policy

We will work to continuously improve our social performance by setting high objectives and integrating social, human rights and health & safety considerations into our daily business.

We will identify and focus our efforts on social issues within our sphere of influence. By doing so, we will strive to make a positive difference in our social environment as a part of our effort to support a sustainable business development.

To meet our objectives:

- We must all be aware of our social responsibilities, identify and follow better practices and constantly challenge ourselves to improve our performance.
- We will comply with applicable legal requirements and social commitments that we support.
- We must always listen to the social responsibility expectations of our stakeholders and respond openly. We will have close relations to the communities where we operate and act as a good corporate citizen.
- We will establish and follow up on social responsibility minimum standards that are based on basic human rights and core labour standards.
- When collaborating with our stakeholders we want to encourage a social responsible behaviour.
- We will consider the social impact when we develop new products.
- We will report openly on our social performance on a regular basis.

Contact

Contact the Corporate team

Send e-mail

Contact page

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http://www.novozymes.com/en/about-us/mission-and-values/Our%20policies/Pages/social-responsibility.aspx

27. Stakeholder engagement

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Sustainable solutions

Stakeholder engagement

- Customer engagement
- Community engagement
- NGO engagement
- Memberships and commitments
- Example of multiple stakeholder engagement

Sustainability in action

Sustainability priorities

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Communication on progress

Stakeholder engagement

Novozymes has a long tradition of engaging with stakeholders and incorporating their key concerns into our core business practices. We listen and we learn because we consider our stakeholders essential to our current and future successes.

With our cross-functional sustainability board we have tried to establish an internal setup that mirrors our stakeholders and their 'care-about's'.

Our stakeholders are institutions and individuals in the private and public sectors, as well as in society at large, that influence Novozymes' business and vice versa. Examples of our stakeholders are customers, suppliers, employees, and non-governmental organizations (NGOs).

Seeing the world through our stakeholders' eyes

Our stakeholders represent a wide range of people with different needs and interests. Stakeholder relations often evolve on a case-by-case basis and vary significantly in nature. Novozymes therefore does not pretend to have a one-size-fits-all solution that can meet the needs of all our stakeholders.

As our organization becomes more global and complex, we recognize that a systematic approach to identifying and responding to our stakeholders' concerns is important to our future success. As a result, we map stakeholders and their interests of relevance to specific issues when initiating new projects and activities.

Connecting sustainability and stakeholders in strategy development

What we learn from engaging with our stakeholders is important input to our strategy development, thereby ensuring that our future activities are conducted in a responsible manner and that key stakeholder care-about's are addressed. This in turn helps us to set direction in our business units and in geographical regions, and can drive formalized partnerships with customers, suppliers, technology partners, and NGOs.

Learn more about our engagement in practice and see examples of our memberships in sustainability organizations. See also a list of key stakeholders of particular relevance in relation to our work with the 10 principles in UN Global Compact.

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Stakeholder engagement in The Novozymes Report 2011

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Positions

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EMPOWERDEX

B-BBEE rating South Africa

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28. Supplier program

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Supplier program

In 2009 Novozymes introduced a new comprehensive supplier program with integrated evaluation of sustainability, quality, and commercial performance. The system covers all aspects of management from approval of new suppliers to performance evaluation.

The objectives of the program are:

- To systematically assess opportunities to improve performance and mitigate risk in our supply chain
- To mitigate risks in order of importance and opportunity

RESPONSIBLE PURCHASING IN NOVOZYMES

Today

We continue to assess new and existing suppliers in our supplier evaluation system covering commercial, quality and sustainability performance, with target coverage of at least 90% of total spend at all times. Significant suppliers have been screened on human rights issues, including freedom of association, nondiscrimination, working hours, wages and benefits, disciplinary measures, child labor, and forced labor. Furthermore, in 2011 we have finalized all the 168 open supplier action plans, developed for noncompliant suppliers in 2010 through dialogue with suppliers to resolve commercial, quality, and sustainability issues or, in a few cases, discontinuing further purchases from selected suppliers.

Tomorrow

As we move along, the ambition is that this program will grow into a kind of supplier development and collaboration program. Focus areas in 2012 will include enhancing our suppliers' sustainability performance through clearer supplier requirements to be implemented at the beginning of 2012, along with internal training for purchasers and auditors. Another intention of the program is to promote and reward superior sustainability performance through incentives, capacity building, and engagement projects. Our next steps will also focus on substitution of selected raw materials with sustainable alternatives, having lesser environmental impact. We plan to start involving suppliers more openly in innovation and finding joint sustainable solutions, to improve performance throughout our supply chain.

Read more on responsible purchasing and supplier management at Novozymes.

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29. Sustainability Development Board

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An integral part of our business

Sustainability is an integral part of our business approach and organization.

To support the ongoing integration of sustainability into all relevant business practices, we have established a cross-functional Sustainability Development Board with high-level representation from all key functions and reporting directly to Novozymes' Executive Management.









BOARD OF DIRECTORS
EXECUTIVE MANAGEMENT

KEY FUNCTIONS — **SUSTAINABILITY DEVELOPMENT BOARD (SDB)** — REGIONS

SUSTAINABILITY DEVELOPMENT DEPARTMENT

The SDB is a cross-functional sustainability development strategy group responsible for the development of Novozymes' sustainability strategy and targets combining the functional business strategies with stakeholder insights. The SDB is our vehicle for integrating sustainability into our day-to-day business activities. Members are Vice Presidents from key functions such as R&D, Sales & Marketing, and Finance:

SUSTAINABILITY DEVELOPMENT BOARD

 Thomas Videbaek Executive Vice President, Biobusiness	 Thomas Nagy Executive Vice President, Stakeholder Relations	 Maas Bodenhoff Vice President, Finance	 Henrik Meyer Vice President, Marketing
 Flemming Funch Vice President, QES Production	 Ole Kirk Vice President, R&D	 Anders Spohr Vice President, Supply chain	 Claus Stig Pedersen Head of Sustainability Development Department

To help facilitate the anchoring of sustainability in the business, the Sustainability Development Department assists the SDB in the development and implementation of Novozymes' corporate sustainability strategy. The department comprises specialists in the fields of social responsibility, human rights, ethics, environment, and life cycle assessment. We also have regional sustainability managers in China, the United States, Brazil and India.

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30. Sustainability investment facts – Human rights and labor standards

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Human rights & labor standards

Keywords: international commitments: UN Global Compact, UN Declaration of Human Rights, ILO, minimum standards, annual self-assessment, freedom of association, nondiscrimination, disciplinary measures, child labor, forced labor

Strategy
Novozymes has a long-established commitment to uphold human rights and labor standards and has for many years supported the UN Universal Declaration of Human Rights (UNDHR), the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and since 2001 we have been a signatory to the United Nations Global Compact.

Initiatives & activities
Annual self-assessment
Novozymes' self-assessment is a template, partly based on prefilled information and partly based on questions relevant for each of the minimum standards. Annually, all personnel areas worldwide complete a self-assessment with the possibility to conduct social audits to follow up on performance when relevant.

Supplier performance system
Human rights and labor standards are part of our supplier performance management system, where Novozymes' purchasers evaluate suppliers on defined criteria, hereunder human rights and labor standards. Please refer to Novozymes' position on responsible purchasing.

Quality system and training
Novozymes' Minimum Standards are incorporated into our quality management systems and global training programs, including introduction programs for new employees and new managers.

Management principles & guidelines
As a global company with significant production activities all over the world, Novozymes has implemented an internal set of global Minimum Standards, based on UN Global Compact's principles for human rights and labor standards, to which every employee and every business unit must adhere.

Novozymes' Minimum Standards:

- UNGC Principle 1: we support and respect the protection of internationally proclaimed human rights (UNGC, UNDHR, ILO)
- UNGC Principle 2: we work against human rights abuses
- UNGC Principle 3: we support freedom of association and right to collective bargaining
- UNGC Principle 4: we support the elimination of all forms of forced and compulsory labor
- UNGC Principle 5: we support the effective abolition of child labor
- UNGC Principle 6: we support the elimination of discrimination in respect of employment and occupation.

Human rights and labor standard initiatives are anchored with our regional directors for People & Organization, who are responsible for ensuring that all business units and employees are covered by a self-assessment annually that cover all the principles above. Based on this process, initiatives are planned at three different levels: In the corporate strategies for People & Organization or the Sustainability Development department, regionally or at a local site. Regional management at site level is responsible for the implementation of such initiatives.

Targets & KPIs
Novozymes does not have public targets or KPIs for human rights but annually, we report on our performance.

Performance
We annually report on our qualitative performance within human rights and labor standards in our Communication on Progress (COP) for the UN Global Compact, which is also an integral part of our annual report.

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http://www.novozymes.com/en/investor/sustainability-investment-facts/Pages/human-rights-and-labor-standards.aspx

31. Sustainability investment facts – Occupational health and safety

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Occupational health & safety

Keywords: Worker health & safety, Hygiene, Allergy, Health promotion, Product safety.

Strategy

Novozymes strives to create a developing, healthy, and inclusive working environment, and respect for health and safety must never be set aside. In our daily operations Novozymes strives to prevent occupational hazards and diseases and follow best practices as described in the occupational health & safety (OH&S) management standard specific to each functional employee group (people policy).

Initiative & activities

QMS documents

OH&S requirements are understood as quality parameters, and hence OH&S is included in the Quality Management System (QMS): the objectives and processes of a company designed to orient the company toward quality and customer satisfaction.

Behavioral based safety

In 2010, Novozymes initiated the global OH&S campaign "Dare to Care." Dare to Care is a behavioral based safety program. With Dare to Care we will increase our focus on safe behavior. We are using observation of job operations and feedback as a tool for eliminating hazards and improving our safety culture, and this will be integrated in our annual risk assessment.

Safe products

As outlined in Novozymes' quality policy, we will inform our customers about safe handling of products and advise when we are aware that products could be used in a way that violates regulatory requirements. Customers can download product safety sheets on all products at the on-line Customer Centre.

Hygiene requirements

Personal hygiene is a very important factor when working with food/feed products. Novozymes adheres to a set of rules and requirements for personal and site hygiene and uses the cleaning-in-place (CIP) method. Novozymes has set out requirements for clothes, footwear, jewelry, health status, and behavior for all production personnel, who are given training on these requirements.

Health promotion

Novozymes wants to enable all employees to increase control over their health and its determinants, thereby improving their health. Health promotion focuses on lifestyle habits, health attitudes, and wellness opportunities that are essential to health in general. Health promotion is seen as beneficial for each employee and also for Novozymes' productivity, branding, sustainability, etc. Health promotion is coordinated across Novozymes with regional/local initiatives designed to fit actual needs.

Management system & guidelines

All business units in Novozymes follow an OH&S management standard in order to continuously improve OH&S, including the prevention of occupational accidents and diseases. The requirements include setting targets and drawing up action plans based on risk assessments and official criteria. OH&S is included in the Novozymes management systems in the business units, which strengthens follow-up on OH&S objectives, implementation of activities set out in actions plans, and an ongoing commitment from line management.

OH&S is a line management responsibility, and management's duties and responsibilities in relation to safety are outlined in Novozymes' quality system, an integrated management system covering environment, occupational health and safety, and social responsibility. The OH&S standard is organized according to the principles in OHSAS 18001, including:

- Identification and compliance with authority requirements
- Employee involvement in OH&S work at the departmental level
- Objectives, targets, and action plans based on annual hazard identification and risk assessments to continuously improve safety
- Training and re-training of employees
- Evaluation of the effectiveness and applicability of the OH&S system through annual management reviews

Line management's access to adequate OH&S competencies is based on two specialized units: one is headed by a doctor responsible for individual health monitoring and promotion, while the other focuses on managing and coordinating OH&S and preventive work. Read more about Novozymes' approach to ensuring a safe workplace.

Targets & KPIs

- Frequency of occupational accidents: Keep the frequency of occupational accidents below 4.5 per million working hours.

Performance

- Fatalities (no.): 0 (2011), 0 (2010).
- Frequency of accidents with absence (per million working hours): 4.3 (2011), 4.1 (2010).
- Accidents with absence (no.): 40(2011), 35 (2010).
- Occupational diseases (no.): 11(2011), 14 (2010).
- Frequency of occupational diseases (per million working hours): 1.2 (2011), 1.6 (2010).
- Consequences of occupational accidents (Note 49).
- Consequences of occupational diseases (Note 50).
- Types of occupational diseases (Note 51).

Contact

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Contact page

Read about health & safety in The Novozymes Report 2011

32. Tax policy

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Tax policy

We continuously work to fulfill our tax obligations in the countries where we operate.

We seek to obtain a competitive tax level in a fair and responsible way, and with full regard to national and international laws and regulations. We appreciate the need for maintaining a stakeholder dialogue on tax matters.

To meet our objectives:

- We follow national and international tax laws as well as the OECD guidelines on transfer pricing
- We work with tax risk management to handle financial and reputational risk
- We work to obtain a competitive tax level given the scope of our commercial operations and governmental tax incentives
- We seek good relationship with tax authorities to ensure compliance and to minimize risk of disagreements and double taxation
- We proactively engage in bilateral tax agreements to increase predictability
- We seek dialogue and openly and honestly communicate on tax with the aim of giving our stakeholders relevant insight to understand our financial results. As for other business information, communication needs to be balanced with respect to confidentiality

It is important for Novozymes to make a positive contribution in the countries where we operate. Besides taxes, our economic contributions consist of duties, VAT, employee taxes, employee pension and benefit programs, procurement from local vendors and development of workforce, among others.

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http://www.novozymes.com/en/about-us/vision-and-values/Our%20policies/Pages/tax-policy.aspx

33. Touch the world


Webpage Screenshot

The screenshot shows the Novozymes website page for 'Touch the world'. The header includes the Novozymes logo with the tagline 'Rethink Tomorrow' and navigation links for 'Contact', 'Worldwide', and 'Enzyme Customer Center'. A search bar is located in the top right. The main navigation menu includes 'Solutions', 'Sustainability', 'Innovation', 'News', 'Careers', 'Investor', and 'About us'. The left sidebar contains a list of navigation items, with 'Novozymes' guiding principles: Touch the world' highlighted. The main content area features the title 'Novozymes' guiding principles: Touch the world' and a sub-header 'Touch the world explains where Novozymes is heading, how we will act to get there, and what we believe in and commit to.' Below this is a large image of a globe with a road curving around it. The text explains that a vision alone is not enough and that Novozymes aims for a balance between better business, a cleaner environment, and better lives. It mentions that 'Touch the world' is a simple guide consisting of four elements: vision, company idea, commitments, and values. A 'Contact' section on the right offers to contact the corporate team via email or a contact page. At the bottom, there are social media icons and a footer with site map, legal notice, privacy policy, bio innovation, and copyright information. A navigation menu at the bottom lists categories like 'ABOUT US', 'CAREERS', 'SOLUTIONS', 'NEWS & INVESTOR', 'SUSTAINABILITY', and 'INNOVATION' with sub-links for each.

<http://www.novozymes.com/en/about-us/vision-and-values/touch-the-world/Pages/default.aspx>

34. Transport and the environment

Webpage Screenshot



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 - ▶ Supplier program
 - ▶ Combined global and local efforts
 - ▶ Economic impact
 - ▶ Recognitions
 - ▶ Communication on progress

Transport and the environment

Reducing emissions of greenhouse gasses and pollutants from transport have an important role to play in responding to the global warming challenge and air pollution.

Novozymes purchases transport services from a variety of different transport providers, in many different countries around the globe, using different types of transport - train, ship, truck and air - with various levels of environmental impact. Differences in environmental impact are largely due to different amounts of fuel per ton product shipped. This makes the transport calculations a highly complex undertaking. Nevertheless, the 2010 transport data cover more than 90% of transport activities.

Data on transport is not included in The Novozymes Annual Report 2010 as data collection routines, auditing and reporting need to be fully consolidated. This is the first time we report on data covering all transport activities on a global basis.

Going forward, Novozymes wishes to contribute further to environmental improvements in transport. This requires even closer collaboration with transport providers and ongoing dialogue with customers to further maximize the filling of vehicles.

Transport emissions 2011
CO₂ emission per transport method for 20 tons moved 1000 km.
Emission of CO₂, NO_x, and particles from combustion engines are included

SHIP CO ₂ emission	TRUCK CO ₂ emission	AIR CO ₂ Emission
167 KG	826 KG	27613 KG

When data is compared in terms of same volume /distance (see above), it is evident that CO₂ emissions varies significant between ship, truck and air.

CO₂ emissions in ton divided on type of transport

Country	SHIP CO ₂	TRUCK CO ₂	SHIP	AIR
Denmark	16.223	6.456	4.235	5.533
Share of tons CO ₂ in %		40%	26%	34%
CHINA	4.484	2.059	2.040	366
Share of tons CO ₂ in %		46%	45%	9%
USA	752	0	643	109
Share of tons CO ₂ in %		0%	85%	15%
INDIA	308	235	46	27
Share of tons CO ₂ in %		76%	15%	9%
BRAZIL	103	61	2	39
Share of tons CO ₂ in %		60%	2%	38%
TOTAL	21.871	9.832	7.441	6.198
Share of tons CO ₂ in %		41%	33%	26%

Calculation practices

Transport includes export of sales products from all primary enzymes production sites to first delivery place (covering more than 90% of Novozymes' turnover) and transport between production sites.

Emission is calculated on the basis of principles described in the GHG Protocol - Mobile guide.

Emission figures are either derived directly from suppliers or calculated based on distance and emission factors from the GHG Protocol - Mobile Guide (marked with * in the table).

The calculation practice is based on fuel consumption, distance and weight. The fuel-based approach is applied where possible.

35. Vision and values

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- Quality and supplier management

Vision and values

Novozymes has a coherent set of values, guiding principles and approaches which support our vision.

Vision
Novozymes' vision is to ensure the right balance between better business, cleaner environment, and better lives. This vision is further underpinned by our ambition to change the world together with our customers. [Read how this connects.](#)

Touch the world
We have described our guiding principles in the document "Touch the world" which gives us direction, explains what we stand for, and where we are heading. "Touch the world" reflects Novozymes vision, our commitments, company idea, and Novozymes' values.

Policies and position papers
Novozymes' policies and position papers deal with our approach to various issues and topics, including gene technology, biofuels, detergent enzymes, environment and bioethics – just to name a few. [Read all our policies, or check all our position papers.](#)

Business approach
To get the full picture, please go through our business approach to business ethics and anticorruption, corporate citizenship, or corporate governance.

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