



The Novozymes Report 2013

MY EXTRACT

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CEO statement of continued commitment

Novozymes envisions a future where our biological solutions create the necessary balance between better business, cleaner environment and better lives.

UN Global Compact LEAD – a platform for knowledge-sharing and inspiration

Commitment to the UN Global Compact (UNGC) remains strong at Novozymes. The 10 UNGC principles are reflected and anchored in the company's values, vision and ambition and in relevant Novozymes policies. Novozymes became a signatory to the UNGC in 2001. Since then, we have consistently managed and reported our commitment to and progress on the 10 UNGC principles. Since 2011, Novozymes has also been part of the Global Compact's leadership forum, LEAD. As an active UNGC LEAD member, in 2013 Novozymes participated in the UNGC Leaders Summit in New York. The Leaders Summit provided a platform for inspiration and knowledge-sharing amongst businesses, governments and civil society. At the summit, Novozymes was invited to the stage twice: firstly to share its insights on raw material and energy efficiency in the food industry in the UNIDO-led Green Industry Platform session and secondly to participate in a panel discussion in the UN Sustainable Energy for All session.

Biological solutions toward a more sustainable world

Novozymes' ambition is to change the world together with its customers by offering biological solutions and insights that improve the efficiency of customers' industrial processes and products. The results are typically higher-quality products, lower costs and improved environmental performance.

To support our ambition to drive the world toward sustainability, we work closely with players across the business value chain: suppliers, customers and society. Novozymes mitigates risks and taps into supplier strengths by requiring suppliers to balance reliability, quality and efficiency with a focus on sustainability and innovation. We work to increase CO₂ efficiency by improving production processes and helping our customers achieve further CO₂ reductions through the application of our products. Last year alone, we helped customers reduce their CO₂ emissions by an estimated 52 million tons.

Toward sustainable energy for all

Novozymes participates in various U.N. working groups such as Caring for Climate and regional networks in Scandinavia, India, Brazil and China. Our main efforts in 2013 have been put into advancing the U.N.-led initiative Sustainable Energy for All.

By improving access to sustainable energy, the initiative aims to spark economic growth in poor and marginalized regions and communities, and to do so in a socially and environmentally responsible way. Novozymes' expertise within bioenergy makes it particularly attractive to Sustainable Energy for All. Therefore, Novozymes is leading the High Impact Opportunity on Sustainable Bioenergy as part of the Sustainable Energy for All initiative and has gathered a multi-stakeholder coalition committed to developing sustainable bioenergy solutions worldwide. Alongside Novozymes, the coalition currently comprises Beta Renewables, Bloomberg New Energy Finance, the International Union for Conservation of Nature and the New Partnership for Africa's Development.

For additional information and data on Novozymes' sustainability performance and ambitions, please refer to The Novozymes Report 2013, our GRI report and elsewhere at www.novozymes.com.



Peder Holk Nielsen
President & CEO

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Governance structure & strategy

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

The Sustainability Board

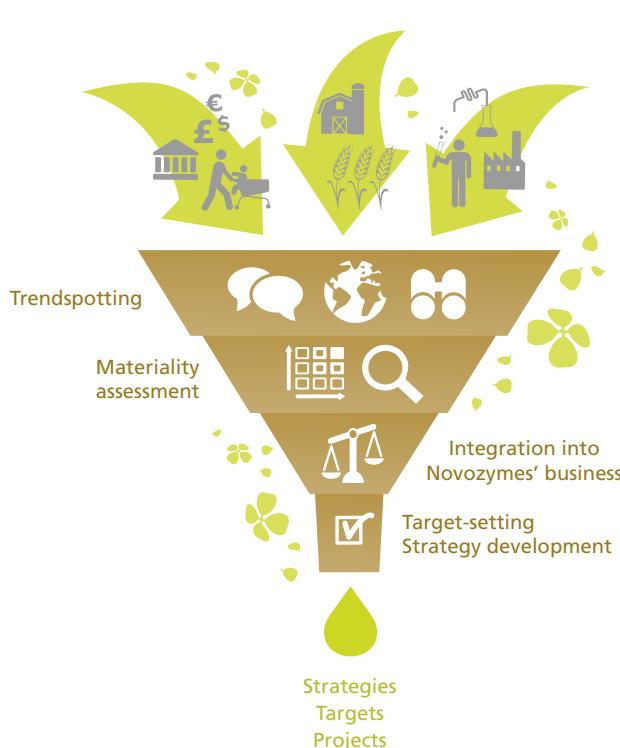
Novozymes has anchored, integrated and organized sustainability in-house through a Sustainability Board (SB) and a Corporate Sustainability (CS) department. The board is cross-functional and represents vice presidents from functions such as R&D, Finance, Sales & Marketing and Business Development. Such a setup supports integration of sustainability in all key functions – corresponding to our value chain – and geographies, thereby leveraging synergies and maximizing our performance. Accordingly, the SB plays a significant role in our adherence to the UNGC principles.

The SB is responsible for driving the integration of sustainability across Novozymes and developing the sustainability strategy and targets aimed at ensuring that Novozymes is a leader in sustainability. To help facilitate the anchoring and integration of sustainability in the business, the CS department assists the SB in developing and implementing 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, North America and India.

Engaging stakeholders

Stakeholder engagement has high priority at Novozymes, and is used as a way to identify risks, opportunities and new trends, while realizing Novozymes' ambition of being open and transparent. Understanding stakeholders and meeting their expectations is therefore a priority for Novozymes. To do this, Novozymes engages with stakeholders across the value chain, from customers and suppliers to retailers, policymakers and investors. This enables Novozymes to spot trends that are relevant to its business and stakeholders and to seek deeper engagement with those stakeholders most material to its business. Stakeholder engagement is about listening, learning and influencing, which is why we have established principles for ethical ways to influence our stakeholders. For example, we have a management standard defining good business practice for dealing with authorities, policymakers and political parties.



SUSTAINABILITY MATERIALITY ASSESSMENT

Together with stakeholders, Novozymes spots trends and assesses the potential impact of those trends on Novozymes' business and its stakeholders. The most material trends contribute to Novozymes' strategy and targets.

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Governance structure & strategy

Materiality assessment

The inputs and trends Novozymes gains from stakeholder engagements are anchored in the Sustainability Board (SB). **Trendspotting** is used to monitor trends systematically through engagements with stakeholders such as suppliers, customers, investors, peers, retailers and NGOs. Trends are then analyzed, in a **materiality assessment**, to identify related risks and opportunities for Novozymes' business and stakeholders from both a corporate and a regional perspective. In this process, the Corporate Sustainability department selects key trends to present to the SB. The SB decides which trends **to integrate into the business** through corporate strategy, corporate sustainability targets, and global and regional sustainability projects. **Target-setting and strategy development** are determined by the Executive Leadership Team and Board of Directors based on the recommendations from the SB. The SB reports directly to the Executive Leadership Team, which evaluates and endorses the sustainability targets and strategy input for the Board of Directors' final approval. This process is illustrated in the *Sustainability materiality assessment* illustration.

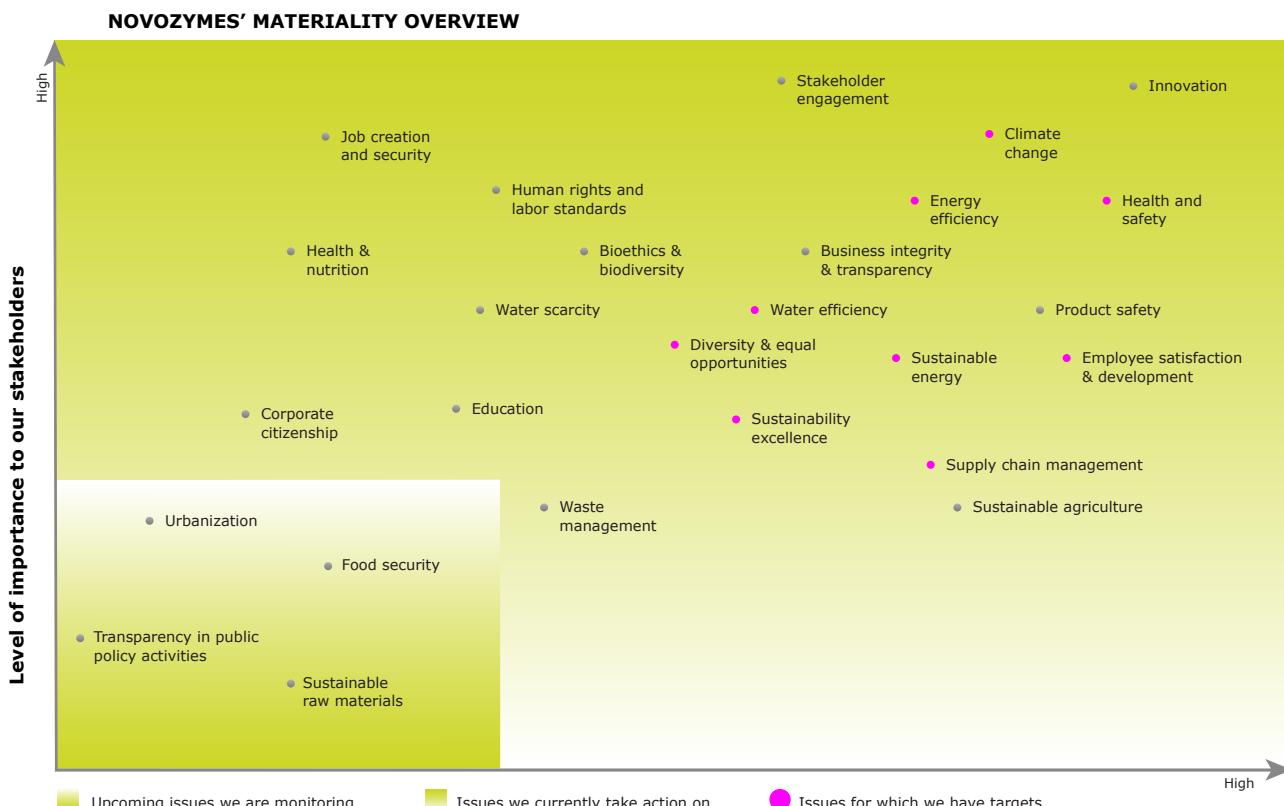
Sustainability materiality overview

Based on the materiality assessment process shown in the illustration, a sustainability materiality overview has been developed. The materiality overview is reviewed once a year

to incorporate material trends and issues reflecting our prioritizations.

Issues that have a high level of importance for our stakeholders and for our business can be found in the upper right-hand corner of the matrix. These issues are critical to our immediate and long-term success and are an important part of our sustainability strategy. Innovation, climate change and energy efficiency are issues that strongly influence our success as we continue our journey toward sustainability in collaboration with our customers. The issues that are marked with a pink dot are issues for which we have defined corporate targets. Issues located in the box in the lower left-hand corner are less immediately relevant but are issues that we monitor as emerging trends of growing relevance to our stakeholders and to our business.

For more information about the sustainability setup at Novozymes, please see [How to integrate sustainability at www.novozymes.com](#).



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Engaging stakeholders

In this section we report on UN Global Compact (UNGC) Blueprint dimensions 2 and 3.

In 2013, Novozymes engaged in a series of advocacy activities both at corporate and regional level across the value chain, such as multi-stakeholder forums, and with customers, suppliers and local communities.

Global engagements

Some of our global engagements in 2013 included the UN Global Compact (UNGC) Leaders Summit 2013, UNGC Sustainable Energy for All (SE4All) and the World Business Council on Sustainable Development (WBCSD).

In 2013, Novozymes decided to engage in SE4All and therefore set a target to establish a biofuels initiative, championed by Novozymes, under SE4All. The objective of SE4All is to make sustainable energy a reality for all by 2030 and bring together private, public and nongovernmental actors on a common platform. In 2013, SE4All included Sustainable Bioenergy as a focus area and gave Novozymes the mandate to begin forming a so-called High Impact Opportunity by engaging with key public and private partners and establishing subordinate High Impact Initiatives. These initiatives will enable the deployment of new and innovative projects, such as advanced biofuels made from agricultural waste. With the formation of one specific High Impact Initiative, Novozymes reached its target in 2013. Read more about the initiative and Novozymes' role in the article "Making the case for global, sustainable bioenergy."

In 2013, Novozymes also participated in and took the stage at the UNGC Leaders Summit, specifically by sharing insights in areas such as raw material and energy efficiency in the food and sustainable energy industries. These insights were shared under the UNIDO-led Green Industry Platform, a multi-stakeholder partnership forum with the purpose of scaling up and mainstreaming a green approach to manufacturing industries worldwide. The Leaders Summit was a good opportunity to share our solutions for sustainability. It also gave us an opportunity to learn about the latest trends in the food and sustainable energy industries through knowledge networks and resources that can help us build new industries such as bioenergy.

Another important engagement in 2013 was the Vision 2050 project led by WBCSD. Novozymes has been working along with other WBCSD member companies to develop a vision for a world in 2050 with increased population and limited resources. In 2013, Novozymes worked as part of a core group to further this vision through an initiative called Action 2020, which aims to provide a framework for action specifically within the areas of food, feed and fuel.



SUSTAINABILITY ACROSS THE VALUE CHAIN

Our focus on sustainability across the value chain impacts our interaction with suppliers, customers and society at large, helping improve livelihoods, the environment and the way we do business.

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Engaging stakeholders

Regional engagements with UNGC peers

We also continued to actively participate in the local UNGC networks in China, Denmark, India and Brazil. As an example, in India we organized a training program called "Sustainability and Corporate Governance" for UNGC members. This was conducted in collaboration with the local network and Deloitte. As another example, the UNGC China Network organized the China Summit on Climate in 2013. As part of this summit, Novozymes received 50 participants including students, academics and journalists from China, India, Japan, Korea and the U.S. at Novozymes' facility in China. This visit was an opportunity for Novozymes to share information about its production facilities and environmental sustainability initiatives.

Engaging with communities – Citizymes

In 2013, we continued to share our knowledge of science and environmental responsibility with local communities through our corporate citizenship program. We reached approximately 36,000 learners in 2013, compared with 26,000 in 2012. The increase in learners was primarily a result of our involvement in Saskatoon, Saskatchewan, with the Canadian organization Agriculture in the Classroom, teaching about plant growth and food production.

In 2013, we also reached learners in China and India, where companies are increasingly expected to be involved in educational activities. As an example, Novozymes organized an innovation competition in China in which students from more than 12 universities were challenged to come up with ideas for new applications of enzymes in the food industry.

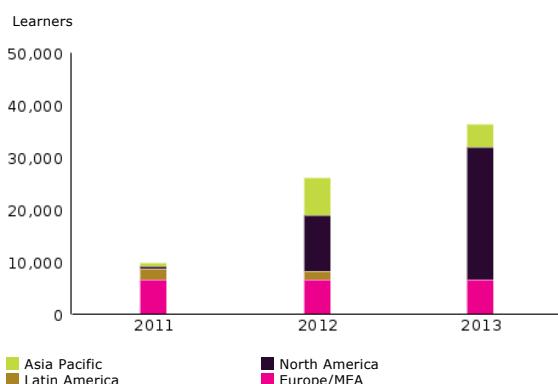
The winners were invited to attend a workshop conducted at our Chinese headquarters and awarded scholarships.

In India we organized "Voice for Biotech," a public speaking competition in universities in which students were given a platform to speak about the role of biotechnology in areas such as food security, sustainable biofuels and affordable healthcare. The winners were awarded cash prizes and internships at Novozymes' R&D facility in Bangalore. This initiative helped spread awareness of sustainable solutions and biotechnology, and attract future talent.

Engaging with customers

Sustainability is increasingly important to our customers as a result of emerging legislation, the increasing need for efficient raw material use in production and growing sustainability demands from end consumers and retailers. Our innovative solutions allow our customers to make valid green claims by enabling them to save water, reduce CO₂ or replace harsh chemicals. Our target is to enable our customers to save 75 million tons of CO₂ in 2015, and in 2013 we enabled customer savings of 52 million tons of CO₂ through the application of our solutions.

CITIZYMES: LEARNERS REACHED BY GEOGRAPHY



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Engaging stakeholders

We engage with customers in initiatives such as The Sustainability Consortium (TSC). Novozymes joined several customers – P&G, Clorox, Cargill, PepsiCo – as well as other companies in becoming a founding member of TSC in August 2010. TSC was formed as an organization to promote the sustainability of products, consumption and supply chains, and to shape requirements. In 2013, we helped document the sustainability of consumer products by providing life cycle assessments. We also shared our insight into the role of enzyme technology in improving manufacturing efficiency and supported the efforts of TSC to expand into China.

In recognition of its innovative solutions that increase productivity and create value, in 2013 Novozymes was awarded Procter and Gamble's (P&G's) prize "External Business Partner of the Year" for the sixth year in a row. This is a prestigious award as P&G has more than 82,000 suppliers and agencies. Novozymes also received the Henkel Innovation Award for its contributions in the household care industry. This award also recognizes our strong collaboration and excellent customer relationship.

In 2013, Novozymes updated its data in the fields of human rights, labor practices, environmental protection and business integrity on the EcoVadis platform, in order to help customers access the company's sustainability information. We also continued to be members of the Supplier Ethical Data Exchange (SEDEX) platform, which makes our sustainability information accessible to our customers.

Engaging with suppliers

For the past five years, Novozymes has systematically assessed its suppliers from both a risk and opportunity perspective. To strengthen the sustainability impact of its supplier engagement, in 2013 Novozymes introduced a target of 100% adherence to the supplier program for commercial, quality and sustainability performance for suppliers in 2015. With 97% supplier adherence in 2013, Novozymes met the 2013 target of 95% adherence to the supplier program.

To steer suppliers toward 100% adherence in 2015, Novozymes has set a target of 97.5% for 2014. See also the Expectations section in The Novozymes Report 2013.

In 2013, Novozymes maintained its success in inviting suppliers to engage with Novozymes to create innovative solutions beneficial for both Novozymes and its suppliers. At The Supplier Innovation Day 2013, the overall theme was packaging, and consequently current and potential new suppliers were invited to discuss how to improve Novozymes' current packaging and filling equipment solutions. Several ideas materialized at the workshop and

will continue as collaborative projects in 2014. The Supplier Innovation Day 2014 is being planned.

In 2013, Novozymes and Novo Nordisk joined forces to install a high-performance biogas reactor in Kalundborg, Denmark. The new reactor utilizes wastewater from both Novo Nordisk's and Novozymes' large-scale production plants in Kalundborg for the efficient production of biogas. The biogas reactor enables Novozymes and Novo Nordisk to reduce CO₂ emissions by approximately 10,000 tons annually when operating at full capacity. Furthermore, the reactor is an investment in lower energy costs and thereby an important step in making Novozymes' production in Denmark even more competitive. The biogas plant had some operational start-up problems in its first year of operations and is therefore not yet producing biogas at full capacity. The biogas reactor should be operating at two-thirds capacity in 2014.

In 2013, Novozymes organized the biennial Household Care Sustainability Summit in Copenhagen, to gather the industry's top business and sustainability minds, including suppliers and customers. The aim of this summit was to create a platform to share ideas for achieving true and systematic sustainability.

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Transparency & disclosure

This section reports on recognition of our sustainability efforts, provides links to our previous UNGC Communication on Progress (CoP) reports and describes our planned efforts for a peer review of our CoP 2013.

As a global company, Novozymes has implemented and wants to continue to implement values such as responsibility, accountability, openness and honesty in the way it does business. We share and provide sustainability information through a variety of platforms. Furthermore, these efforts also gain recognition for the professionalism with which we approach our sustainability goals.

Recognition of Novozymes' sustainability performance
As a result of our strong effort to drive and communicate sustainability, 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 (GRI) framework for sustainability reporting. GRI reporting has been an integrated part of Novozymes' reporting platform since 2002 and is presented as part of The Novozymes Report 2013. The 2013 GRI report is based on the G3 guidelines. In acknowledgement of the evolving landscape of sustainability reporting, Novozymes has begun assessing the G4 guidelines to understand the new requirements and reporting standard.

Dow Jones Sustainability Indices and RobecoSAM Gold Class

In 2013, Novozymes was reconfirmed for the 12th year by Dow Jones as the most sustainable company in the biotechnology industry, both in Europe and worldwide. In addition, Novozymes achieved the RobecoSAM Gold Class rating in 2013. Read more about this at www.novozymes.com and on the Dow Jones Sustainability Indices website.

Carbon Disclosure Project

Novozymes continued to improve its position in the Nordic Carbon Disclosure Leadership Index, moving up two places to #3 in 2013 from #5 in 2012, with a score of 99. This is valuable recognition from important investors, validating our initiatives toward mitigating climate change. These results are essential in our collaboration with customers.

Read more about this at www.novozymes.com and on the CDP website.

The Global 100 Most Sustainable Corporations in the World

For the seventh 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.

FTSE4Good Index Series

In 2013, Novozymes was once again 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.

Third-party opinion – peer review of the CoP

Following its successful completion in 2013, Novozymes is once again planning to engage in a CoP peer review process facilitated by KPMG with the UNGC Nordic Network in 2014, to gain input and inspiration for evolving its commitment and practices. Our peers include A.P. Møller - Mærsk and Novo Nordisk – both Global Compact LEAD members. Novozymes expects to gain inspiration and constructive feedback on both its approach to sustainability and its reporting structure. The peer review will be uploaded at www.novozymes.com around April 1, 2014.

CoP archive

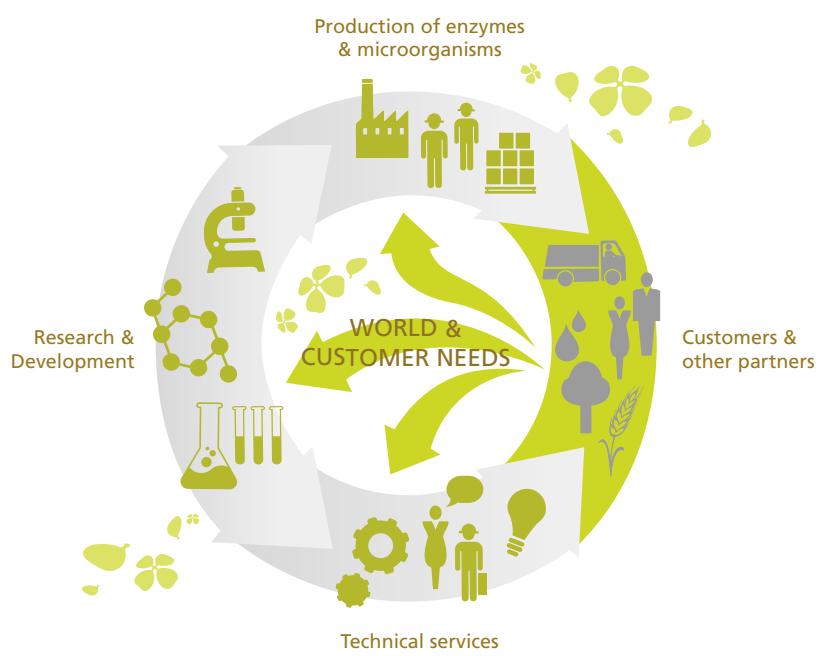
An archive of our previous Communication on Progress (CoP) reports can be found on the UN Global Compact website, where our continuous development and progress in reporting are tracked.

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Highlights

- | | |
|-----------------|--|
| Human rights | <ul style="list-style-type: none"> • Improved usability and interface of the Whistleblower Hotline to make it a better fit as a human rights grievance mechanism |
| Labor rights | <ul style="list-style-type: none"> • Global safety assessment by external consulting firm of Novozymes' health and safety setup • Diversity targets on nationality and gender introduced |
| Environment | <ul style="list-style-type: none"> • Implementation of biogas treatment plants converting wastewater into energy used at our facilities |
| Anti-corruption | <ul style="list-style-type: none"> • Relaunching the Ombudsperson institution and the Whistleblower Hotline to increase awareness and usability |



BUSINESS MODEL

Inspired by Mother Nature and the needs of the planet and customers, Novozymes uses its world-class biotechnology platform, based on enzymes and microorganisms, to deliver bioinnovation that not only creates sustainable earnings growth for shareholders, but also brings the world closer to better business, cleaner environment and better lives.

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Human rights

In this section we report on the following UN Global Compact (UNGC) principles:

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;

Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

Approach

Novozymes has a long-established commitment to support the United Nations Universal Declaration of Human Rights (UDHR) and the International Labour Organization's (ILO's) Declaration on Fundamental Principles and Rights at Work, and, since 2001, we have been a signatory to the UNGC.

In support of international human rights standards such as the UDHR and the principles of the UNGC, relevant principles are integrated systematically in Novozymes' management practices and aligned with the company's minimum standards of human and labor rights to ensure that global and local initiatives are mutually supportive. Our minimum standards cover freedom of association, nondiscrimination, working hours, disciplinary measures, child labor and forced labor. Subsequently, we have developed specific policies addressing people and sustainability as well as positions on diversity and equal opportunities, human rights, REACH and responsible purchasing. We are also a member of Supplier Ethical Data Exchange (SEDEX), which supports responsible and ethical business practices in global supply chains.

Back in 2011, Novozymes welcomed the UN Guiding Principles on Business and Human Rights (Guiding Principles), and the company's commitment to these is reflected in Novozymes' Position on human rights and labor standards at www.novozymes.com.

To ensure compliance with our standards, the relevant boards and departments monitor, report and follow up on our minimum standards at both regional and global level. Please note in the table below that the human resources department is named People and Organization (P&O) at Novozymes.

Human rights management and reporting structure

Regional People & Organization directors	Together with regional sustainability managers, regional People & Organization directors conduct an annual self-assessment of Novozymes' minimum standards on labor and human rights for each geographical region.
Corporate People & Organization department and regional presidents	Findings from the regional self-assessment are reported to the corporate People & Organization department, which aggregates the information.
Regional presidents	The findings from the regional self-assessments are reported to the regional presidents, who sign off the findings. If any significant risks are identified, they are reported to the corporate Enterprise Risk Management system.
Executive Leadership Team	Risks identified by the corporate Enterprise Risk Management team are reported to Novozymes' Executive Leadership Team, and follow-up on corrective actions is integrated in the audit system.
Board of Directors	Novozymes' Board of Directors is briefed on sustainability performance and key risks on a quarterly 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.

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Human rights

Today

In 2013, Novozymes continued the work of integrating the UN Guiding Principles on Business and Human Rights into Novozymes' business.

Our annual human rights due diligence process is led by the corporate People & Organization department and has the purpose of creating awareness and assessing compliance with Novozymes' minimum standards on labor and human rights in all regions. Additionally, the due diligence process makes regional P&O managers aware of our targets related to diversity for newly appointed managers. In 2013, the outcome was a deeper understanding of the regional differences within human rights risks.

Relaunching grievance mechanisms – awareness and usability

A focus area in 2013 was to increase the awareness and improve the usability of our grievance mechanisms, both for employees and external stakeholders.

Novozymes' grievance mechanism consists of a global Ombudsperson function and a third party-managed Whistleblower Hotline. Where the Ombudsperson function is only available to employees, Novozymes' Whistleblower Hotline is also accessible to external stakeholders.

As part of the organizational changes, the Ombudsperson function was relaunched in 2013 in a new global network with a local Ombudsperson in each of the five major regions: China, India, Europe, South America and North America. Having local Ombudspersons who speak the local language ensures that the institution is easily accessible throughout Novozymes. The Global Ombudsperson ensures that we have a consistent approach throughout Novozymes. Novozymes' Whistleblower Hotline was initially launched under the name "Ethics Hotline", but is now being renamed and updated to increase awareness and improve user friendliness. Novozymes' Whistleblower Hotline comprises both dedicated phone lines and an online reporting system. The Hotline serves as an easy, straightforward, confidential and anonymous (if preferred) way of reporting matters of concern for both employees and external stakeholders if they find that other communication channels are not appropriate for a specific concern.

To boost awareness of Novozymes' grievance mechanisms, questions related to Novozymes' Whistleblower Hotline and Ombudsperson system were included as part of the annual employee compliance training module. Furthermore, the relaunch of the new Ombudsperson network was supported by internal communication.



SPOTTING OPPORTUNITY AND RISK

Managing risk is a continuous effort at Novozymes. We look inward and outward to spot business opportunities and risks through a combination of investigation, analysis, constructive dialogue, balanced review of our options and timely response.

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Human rights

To improve the usability of the Novozymes Whistleblower Hotline, efforts were put into making the filing process more intuitive and informative for the user. This included modifying the welcome text to highlight the possibility of filing human rights issues and more explicitly describing the process steps when filing a complaint through the Whistleblower Hotline.

Tomorrow

In 2014, Novozymes will continue the work of implementing the guiding principles across its business. More specifically, we will look to enhance our human rights due diligence system controlled by the People & Organization department. We will also continue to create awareness about potential human rights risks and learn from the regional differences.



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Labor rights

In this section we report on the following UN Global Compact (UNGC) principles:

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor;
- Principle 5: Businesses should support the effective abolition of child labor;
- Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.

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. Novozymes has a long-established commitment to support the United Nations Universal Declaration of Human Rights (UDHR) and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. Our dedication to addressing and advancing labor practices is embedded in our vision, values, company idea and commitment – Touch the World.

In support of the above commitments, relevant principles are integrated systematically in Novozymes' management practices and aligned with the company's minimum standards of human and labor rights to ensure that global and local initiatives are mutually supportive. Our minimum standards cover freedom of association, nondiscrimination, working hours, disciplinary measures, child labor and forced labor.

Subsequently, we have developed specific policies addressing people and sustainability as well as positions on diversity and equal opportunities, human rights, REACH and responsible purchasing. We are also a member of Supplier Ethical Data Exchange (SEDEX), which supports responsible and ethical business practices in global supply chains.

Back in 2011, Novozymes welcomed the UN Guiding Principles on Business and Human Rights (Guiding Principles), and its commitment to these is reflected in Novozymes' Position on human rights and labor standards at www.novozymes.com.

To ensure compliance with our standards, the relevant boards and departments monitor, report and follow up on our minimum standards at both regional and global level. Please note in the table below that the human resources department is named People and Organization (P&O) at Novozymes.

Labor rights management and reporting structure

Regional People & Organization directors	Together with regional sustainability managers, regional People & Organization directors conduct an annual self-assessment of Novozymes' minimum standards on labor and human rights for each geographical region.
Corporate People & Organization department and regional presidents	Findings from the regional self-assessment are reported to the corporate People & Organization department, which aggregates the information.
Regional presidents	The findings from the regional self-assessments are reported to the regional presidents, who sign off the findings. If any significant risks are identified, they are reported to the corporate Enterprise Risk Management system.
Executive Leadership Team	Risks identified by the corporate Enterprise Risk Management team are reported to Novozymes' Executive Leadership Team, and follow-up on corrective actions is integrated in the audit system.
Board of Directors	Novozymes' Board of Directors is briefed on sustainability performance and key risks on a quarterly basis.

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.

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Labor rights

Today

Novozymes' success is dependent on its employees' satisfaction with and motivation in their daily work, and nondiscrimination is a crucial element in this. Therefore, we have set several targets related to the well-being, rights and development of our employees.

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 (to facilitate the fulfillment of the rights). One example is that Novozymes has set up an internal committee in China to negotiate its Chinese colleagues' right to organize and bargain collectively. This provides a forum for employee representatives to discuss various issues with management.

Diversity and equal opportunities

Employment and promotions are based on merit without any discrimination, exclusion or preference. In order to encourage a diverse workforce at managerial level, in 2013 Novozymes introduced targets for new leaders in relation to nationality and gender.

With 26% of new leaders being female in 2013, we missed our target of ensuring that at least 30% of new leaders appointed were women. We are not satisfied with this performance and will maintain it as a focus area in 2014.

With 44% of new leaders in 2013 being of a nationality other than Danish, we did not meet our target of at least 55% of new leaders appointed being of a nationality other than Danish. The percentage is lower than last year's, which is partly the effect of substantial reorganizations within Novozymes in 2013.

Satisfaction and motivation

To keep track of Novozymes' aspiration to remain an attractive workplace, all employees are encouraged to take part in the annual People's Opinion survey, measuring, amongst other indicators, employee satisfaction and motivation.

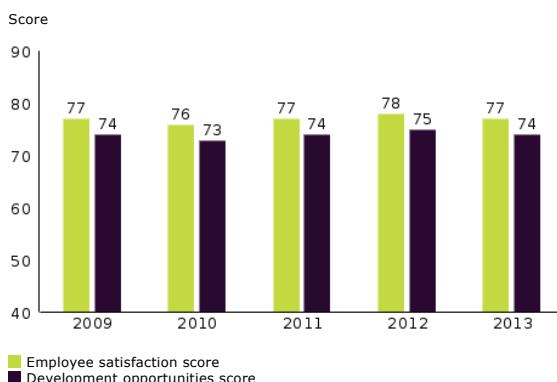
In 2013, employee satisfaction scored 77 out of 100 in the survey, exceeding our target of 75. In a year with substantial organizational changes and new opportunities and challenges, we are proud that we were able to exceed our target.

With a score of 74 in the employee survey for opportunities for professional and personal development, we were slightly off the target of 75. As an innovation company we value the importance of continuous learning, and we will therefore pay extra attention to employee development in 2014.

To start with, in 2014 Novozymes will put extra focus on competency development for all employees. Novozymes believes that high-impact competency development comes from combining different learning disciplines according to a 70-20-10 model: on-the-job experience (70%), coaching and feedback (20%), and courses and training (10%). In 2014, all employees will be encouraged to reflect on the type of learning from which they can benefit the most, both professionally and personally.

Additionally, Novozymes will introduce a program for senior leadership development to support leaders in living the Novozymes value Dare to Lead. The program will focus both on developing the leaders' own competencies and on their ability to support the development of their employees.

EMPLOYEE SATISFACTION AND DEVELOPMENT OVERVIEW



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Labor rights**Health initiatives at Novozymes**

Novozymes encourages and assists all employees in embracing a healthy lifestyle by providing information, facilities and offers that make it easy to make health-conscious choices.

Novozymes' health initiatives are locally managed and tailored to local needs. In order to ensure engagement and empowerment, employees are involved in defining and planning the local activities. Examples of local initiatives in the regions include vaccination programs, on-site registered nurse and physician, health insurance, access to on-site fitness centers, massage therapy and nutrition cards to guide choices in the canteen.

Novozymes invests in its employees' health because improved well-being and low absence benefit employees not only by reducing the discomfort associated with illness but also by limiting unnecessary stress and extra work for colleagues. The company also benefits, as low absence improves workflows and saves costs. With an absence rate of 1.8% in 2013, the target of less than 3% was met.

Global safety assessment at Novozymes

Novozymes is determined to offer a safe working environment. The frequency of occupational accidents was historically low in 2012 at 3.0 per million working hours, and in 2013 we set a new record low of 2.4 accidents per million working hours. This improvement can partly be seen as a result of Novozymes' safety campaigns "Dare to Care" and "Stop and Think", which remind employees to be cautious in potentially risky situations.

As Novozymes continuously seeks improvement opportunities within safety, a global safety assessment was carried out by an American consultancy company in 2013.

The assessment was designed to review Novozymes' global setup and performance regarding occupational health and safety, and to identify potential areas for improvement.

The assessment covered visits to 15 Novozymes facilities in four regions and seven countries, 1,335 Novozymes employee survey responses, 241 face-to-face interviews from top management to shop floor, 103 man-hours in on-site inspections and, finally, approximately 30 hours of on-site technical document reviews.

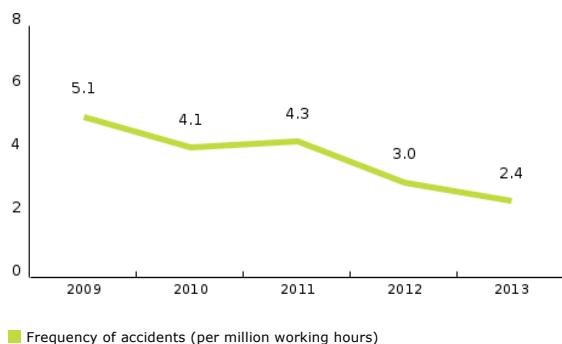
The assessment resulted in a report discussing each site in detail and providing recommendations for improvement. Approximately 25% of the recommendations were related to global or managerial practices, and the remainder were site-specific. Novozymes is currently developing action plans for integrating the recommendations in 2014.

Tomorrow

In 2014, Novozymes will continue to protect employee rights and safety, and promote employee well-being.

In terms of diversity, Novozymes will maintain both diversity targets in 2014 to ensure a continued focus on diversity without compromising the policy of hiring and promoting employees based on merit. Furthermore, we will sharpen our focus on employee and leadership development, and continue to track and measure the development of our employees.

In terms of health and safety, Novozymes will work toward implementing the recommendations derived from the safety assessment carried out in 2013. Furthermore, we will continue to offer activities and support for our employees to maintain a healthy lifestyle.

FREQUENCY OF ACCIDENTS

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Environment

In this section we report on the following UN Global Compact (UNGC) principles:

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility;

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

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, company idea and commitment – Touch the World.

In support of international environmental conventions such as the UN Convention on Biological Diversity and the principles of the UNGC, 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 a sustainability policy 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, biofuels, detergent enzymes, 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.

Environmental management and reporting structure

Regional environmental managers

Local management teams at production sites conduct annual internal reviews of local environmental targets and compliance with legal environmental requirements. In addition to this, a global network consisting of environmental representatives, called the Novozymes Environmental Forum, coordinates efforts on environmental performance.

Corporate Environmental Services

Corporate Environmental Services is responsible for environmental management reviews in all the functions, performed at least once a year. This covers global targets and significant compliance issues from all sites. A global audit panel conducts internal audits at all production facilities, and Novozymes is externally audited as part of its ISO 14001 certification.

Sustainability Board

The SB is responsible for the development of overall strategy for environmental performance and climate change, which is then anchored within the Executive Leadership Team.

Executive Leadership Team

Status of environmental targets and significant compliance issues are reported to the Executive Leadership Team quarterly. Follow-up on corrective actions and implementation of appropriate procedures to address issues are integrated in global environmental management systems.

Board of Directors

Novozymes' Board of Directors is briefed on sustainability performance on a quarterly basis.

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UNGC Communication on Progress

Engaging and taking action [Progress on the 10 principles](#)

Environment

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 2013, Novozymes met the target for CO₂ efficiency, while the results for energy and water efficiency both fell short of the targets. Novozymes continued to have a positive impact on climate change by enabling its customers to reduce their CO₂ emissions. Furthermore, Novozymes performed very well in the Carbon Disclosure Project Nordic Index for 2013. Through some of our energy and CO₂ efficiency projects, and engagement with the U.N.-led Sustainable Energy for All (SE4All) initiative, we further encouraged the development of environmentally friendly technology. Through our corporate citizenship activities, we engaged with local communities in regions where we operate to create awareness of and responsibility toward the environment, and disseminate climate-friendly technology.

In 2012, we reported that we would implement environmentally friendly wastewater and biomass treatment plants. Accordingly, in 2013, we have implemented biomass treatment systems that convert biogas in wastewater into energy. We also reported that we would focus on supplier performance with regard to the environment in addition to other sustainability parameters. With 97% supplier adherence in 2013, Novozymes met its target of 95% adherence to the supplier program in 2013.

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. Although Novozymes' CO₂ efficiency improvement declined slightly from 55% in 2012 to 54% in 2013, Novozymes exceeded the target of 50% compared with 2005. This improvement in efficiency was achieved mainly as a result of the use of wind power in Denmark. The main reason for the reduction compared with 2012 was the inauguration of the American production facility in Blair, Nebraska, USA.



BIG FEET, SMALL FOOTPRINT

Our commitment to sustainability throughout the value chain has seen us minimize the environmental footprint of our operations, as well as that of our customers. By applying Novozymes' biosolutions, customers reduced their CO₂ emissions by an estimated 52 million tons in 2013.

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Environment

In 2013, energy efficiency improved by 2 percentage points from 38% in 2012, which corresponds to an additional 130,000 GJ of energy saved and estimated cost savings of approximately DKK 15 million in 2013. Despite the successful implementation of all planned energy-saving projects, we were unable to meet the target as a result of lower capacity utilization of production plants and poor performance of biogas plants in China and Denmark, which produce energy from waste streams from production. Water efficiency improved by 33% compared with 2005, a 1% increase from 32% in 2012. However, we did not meet our target of 35%. The lower water efficiency was a result of lower global capacity utilization following the inclusion of the Blair site in global supply operations, leakage from underground pipes at one of our facilities in China, and product mix changes. When the leakage was discovered, investigations of the cause were initiated, resulting in the leaking pipes being replaced. With a view to notably improving water efficiency and progressing toward our 2015 target of 40%, we have initiated further water-saving projects. For more details, see Resource utilization in The Novozymes Report 2013.

Investments in environmentally friendly technology

In 2013, Novozymes and Novo Nordisk joined forces to install a high-performance biogas reactor in Kalundborg, Denmark. The new reactor utilizes wastewater from both Novo Nordisk's and Novozymes' large-scale production plants in Kalundborg for the efficient production of biogas. The biogas reactor enables Novozymes and Novo Nordisk to reduce CO₂ emissions by approximately 10,000 tons annually when operating at full capacity. Furthermore, the reactor is an investment in lower energy costs and thereby an important step in making Novozymes' production in Denmark even more competitive. The biogas plant had some

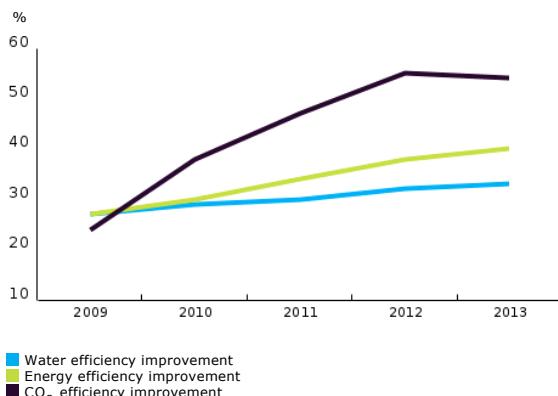
operational start-up problems in its first year of operations and is therefore not yet producing biogas at full capacity. The biogas reactor should be operating at two-thirds capacity in 2014.

Climate change impact – Together with our customers

Novozymes' enzyme technology is a part of the solution to climate change as it offers higher quality, lower costs and improved environmental performance for customers. We provide CO₂ data about products to customers and partners, and advise them on the environmental benefits of changing their product mix and shifting to more concentrated products. In 2013, we achieved an estimated 52 million tons of CO₂ savings through our customers' application of our products, or the equivalent of taking approximately 20 million cars off the road. This is an increase of 4 million tons compared with 2012, thereby exceeding our target of 50 million tons in 2013. The improvement was driven primarily by increased sales and performance of Bioenergy and Household Care enzymes.

Novozymes continues to conduct peer-reviewed environmental life cycle assessments based on ISO 14040 in order to document its products' impact and provide customers with validated claims. In 2013, we published life cycle assessments in the Household Care and textile industries. The LCA for the textile industry documents the environmental benefits of Novozymes' Cellusoft® Combi enzyme, which combines three steps in the textile industry into one. The concept has the potential for broad application in the textile industry, with an estimated global annual savings potential of 65 million m³ of water and 1.5 million tons of CO₂. The water savings correspond to the freshwater consumption of 1.7 million people, and the CO₂ savings correspond to taking 600,000 cars off the road.

EFFICIENCY IMPROVEMENT COMPARED WITH 2005



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Environment

Novozymes makes a big jump in the Carbon Disclosure Leadership Index

Novozymes ranked #3 in the Nordic Carbon Disclosure Leadership Index, moving up two places from 2012, with a score of 99. This improvement is a result of our ability to reduce CO₂ emissions from our own processes and those of our customers. It also reflects our ability to document and communicate the importance of sustainability in our value chain. Read more about this at www.novozymes.com and on the Carbon Disclosure Project website.

Tomorrow

Focus on energy and water efficiency projects

Novozymes was unable to meet its energy and water efficiency targets in 2013. Consequently, we have sharpened our focus on energy and water efficiency projects. As a first step we have established task forces to analyze energy and water consumption patterns and to propose improvements across facilities. This will help to positively impact our efficiency.

Focus on supply chain improvements

Novozymes will maintain its focus on the sustainability performance of suppliers, including environmental performance. This will be carried out through our target of achieving 100% adherence to the supplier program for commercial, quality and sustainability performance in 2015 for suppliers where our annual spend is above DKK 1 million. For further information about our targets and future strategies, see Market trends & outlook in The Novozymes Report 2013.

SUPPLEMENTARY

UNGC Communication on Progress

Engaging and taking action [Progress on the 10 principles](#)**Anti-corruption**

In this section we report on the following UN Global Compact (UNGC) principle:

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Approach

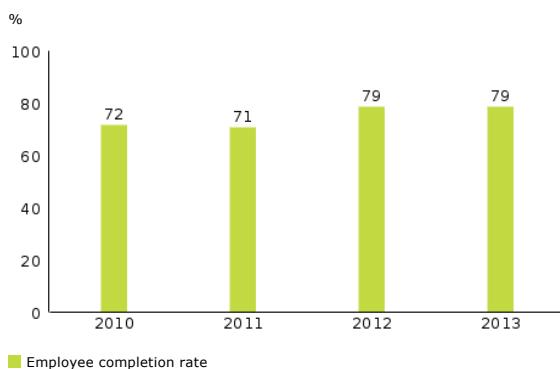
Novozymes seeks appropriate measures to work against all forms of corruption, including extortion and bribery. Novozymes' dedication to addressing and advancing anti-corruption and business integrity aspects is embedded in its vision, values, company idea and commitment – Touch the World.

Novozymes is committed to ensuring that its business practice is open and honest to protect the integrity of the company and of each employee. We ensure that we live up to our values through annual assessments of the impact of the Touch the World values in various business units. By these means, we encourage appropriate employee behavior, internally and externally, which mitigates risks. In addition, Novozymes has an integrated Enterprise Risk Management system for identifying and managing external risks. We also strive to minimize procedural risks through extensive use of quality management systems and ISO certifications.

In support of international business integrity conventions such as the UN Convention Against Corruption and standards such as the principles of the UNGC, 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 communication, financial and legal issues as well as positions on business integrity, responsible purchasing, business ethics and integrity, tax and others. Novozymes

also has an internal global standard for all business units, defining good business practice for dealings with authorities, policymakers and political party entities, through which Novozymes seeks to influence their positions on specific issues. The standard is based on principles of consistency, responsiveness, transparency and integrity.

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

BUSINESS INTEGRITY TRAINING FOR EMPLOYEES

UNGC Communication on Progress

Engaging and taking action [Progress on the 10 principles](#)

Anti-corruption

Anti-corruption management and reporting structure

Regional finance directors	Reports on concerns raised, requests for facilitation payments and excessive gifts are handled by the regional finance directors, a legal counselor of choice or the general counsel. The online whistleblower mechanism, Whistleblower Hotline, provides a confidential platform to raise concerns and issues.
Committee on Business Integrity	The Committee on Business Integrity (CBI) is the principal governance body for business integrity matters and oversees global annual training of employees. The CBI reports on issues and concerns to the Chief Financial Officer (CFO) on an annual basis, based on external and internal risk assessment.
Chief Financial Officer	The CFO appoints members of the Committee on Business Integrity (CBI) and receives reports from it.
Executive Leadership Team	Any potential business integrity issues are reported to Novozymes' Executive Leadership Team, and follow-up on corrective actions is integrated in the audit system.
Board of Directors	Novozymes' Board of Directors is briefed on sustainability performance on a quarterly basis. The audit committee, which is part of the BoD, evaluates material business integrity issues and reported fraud cases.

In support of anti-corruption 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 anti-corruption and business integrity reporting.

Today

In 2013, we continued our dedicated communication and training efforts to ensure business integrity always remains prominent on the radar for employees and business

partners. Every year we conduct a test of Novozymes' Business Integrity principles. In 2013, workforce training in business integrity through e-learning reached 79% of all new employees, compared with 79% in 2012 and 71% in 2011. Our e-learning training has been recognized as having a broad appeal, creating awareness of anti-corruption among all employees from production level to top management.

We also conducted local seminars at our major sites in cooperation with regional finance departments. With the appointment of the new CEO as of April 1, 2013, the *Bribery – No thanks!* booklet has been updated reflecting the new organizational changes. As a UN Global Compact LEAD member, we are committed to better reporting on all the basic elements and several of the desired reporting elements in the Guidance on the 10th principle against corruption, developed by the UNGC and Transparency International. The guidance provides a good structure for reporting our commitment, policies, implementation and monitoring activities related to anti-corruption.

Ombudsperson institution relaunched

Novozymes' grievance mechanism consists of a global Ombudsperson function and a third party-managed Whistleblower Hotline. Where the Ombudsperson function is only available to employees, the Novozymes' Whistleblower Hotline is also accessible to external stakeholders.

As part of the organizational changes, the Ombudsperson function was relaunched in 2013 in a new global network with a local Ombudsperson in each of the five major regions: China, India, Europe, South America and North America. Having local Ombudspersons who speak the local language ensures that the institution is easily accessible throughout Novozymes. The Global Ombudsperson ensures that we have a consistent approach throughout Novozymes.

Whistleblower Hotline

Novozymes' Whistleblower Hotline comprises both dedicated phone lines and an online reporting system. The Hotline serves as an easy, straightforward, confidential and anonymous (if preferred) way of reporting matters of concern for both employees and external stakeholders if they find that other communication channels are not appropriate for a specific concern.

To boost awareness of Novozymes' grievance mechanisms, questions related to Novozymes' Whistleblower Hotline and Ombudsperson system were included as part of the annual employee compliance training module. Furthermore, relaunch of the new Ombudsperson network was supported by internal communication.

SUPPLEMENTARY

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Anti-corruption

Tomorrow

Increased focus on suppliers

To maintain focus on supply chain management, in 2013 Novozymes introduced a new target of 100% adherence to the supplier program for commercial, quality and sustainability performance in 2015 for suppliers where our annual spend is above DKK 1 million. This will lead to an increased focus on monitoring supplier compliance within aspects such as business integrity. For further information on our targets and future strategies, see Market trends & outlook in The Novozymes Report 2013.

THE NOVOZYMES REPORT 2013

The Novozymes Report 2013 is available in English in a full online version at www.report2013.novozymes.com and can be accessed via computer, tablet and smartphone. The written online report is complemented by a number of graphics and videos for a full multimedia experience. Additionally, an integrated feature titled *My Report* enables the reader to compile a full or customized PDF download of the report. We hope that you will find this feature useful, whether printing the report or just saving it on your own computer. The website is fully dedicated to The Novozymes Report 2013 and other information relevant to our shareholders and financial stakeholders, but is also a rich source of information for anyone with an interest in Novozymes.

All photos in the report feature Novozymes employees from around the world, illustrating both our global presence and our human touch. It is our employees who make Novozymes the world leader in bioinnovation.

Reporting and audits

The website contains The Novozymes Report (which, pursuant to section 149 of the Danish Financial Statements Act, is an extract of the company's annual report) and the financial statements of the parent company Novozymes A/S. Together these form the company's annual report, which will be filed with the Danish Business Authority.

PwC has audited the consolidated financial statements, the parent company financial statements, and environmental and social data. PwC has also been the sustainability assurance provider and has based the assurance on the AA1000 Assurance Standard (2008).

The audit covers financial, environmental and social data. These are marked "Audited by PwC." See also the statements in the report.

PwC has not audited the sections of the report found under the headings The Big Picture, Business Review, Strategy & Performance, Governance and Supplementary. Supplementary includes our Communication on Progress with respect to the UN Global Compact principles, our report index based on the Global Reporting Initiative (GRI) and detailed sustainability data from our activities in Argentina, Brazil, Canada, China, Denmark, India, the U.K. and the U.S.

The report has been produced in accordance with International Financial Reporting Standards (IFRS), the Danish Financial Statements Act and the additional requirements of Nasdaq OMX Copenhagen A/S for the presentation of financial statements by listed companies. It has also been prepared as an element of Novozymes' reporting according to the GRI's G3 Sustainability Reporting Guidelines.

Forward-looking statements

The Novozymes Report 2013 contains forward-looking statements, including Novozymes' financial outlook for 2014, which, by their very nature, are associated with risks and uncertainties that may cause actual results to differ materially from expectations. The uncertainties may include unexpected developments in the international currency exchange and securities markets, market-driven price decreases for Novozymes' products, changes in regulations and the introduction of competing products in Novozymes' core areas. See Risk factors & opportunities and Risk management.

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