

Net operating profit after tax

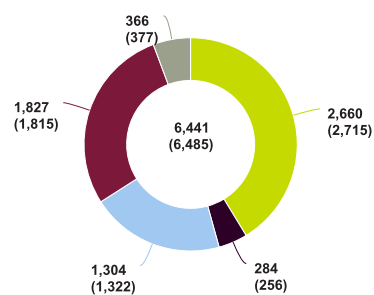
2.3 Employees

| DKK million | 2016 | 2015 |
|---|--------------|--------------|
| Wages and salaries | 3,007 | 2,998 |
| Pensions – defined contribution plans | 302 | 292 |
| Other social security costs | 262 | 267 |
| Other employee costs | 131 | 147 |
| Stock-based payment | 144 | 108 |
| Employee costs | 3,846 | 3,812 |
| Recognized in the income statement under the following items: | | |
| Cost of goods sold | 1,378 | 1,352 |
| Sales and distribution costs | 830 | 831 |
| Research and development costs | 1,106 | 1,058 |
| Administrative costs | 517 | 538 |
| | 3,831 | 3,779 |
| Change in employee costs recognized in Inventories | 15 | 33 |
| Employee costs | 3,846 | 3,812 |

Number of employees 2016 (2015)



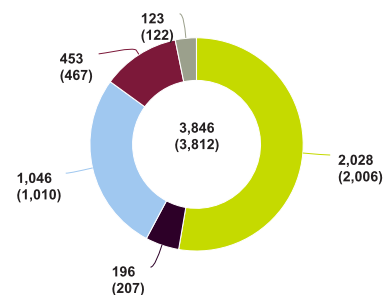
DKK million



Employee costs 2016 (2015)



DKK million



Net operating profit after tax

2.3 Employees (continued)

| | 2016 | 2015 |
|--|--------------|--------------|
| Average number of employees in the Group | 6,408 | 6,515 |
| Average number of employees who work with R&D | 1,502 | 1,566 |
| Number of employees outside Denmark as a percentage of total number of employees | 59% | 58% |
| Part-time employees | 292 | 301 |
| Full-time employees | 6,149 | 6,184 |
| Employees | 6,441 | 6,485 |
| Senior management | 207 | 213 |
| Management | 1,169 | 1,150 |
| Professional | 1,868 | 1,884 |
| Administrative | 571 | 575 |
| Skilled workers, laboratory technicians and other technicians | 1,422 | 1,440 |
| Process operators | 1,204 | 1,223 |
| Employees by category | 6,441 | 6,485 |

§ ACCOUNTING POLICIES

The number of employees is derived from contractual obligations but does not include employees on unpaid leave, temporary replacements, student interns, agency employees, consultants or PhD students. In calculating the number of full-time employees, employees with a working-time ratio of 95% or over are stated as full-time employees.

The average number of employees is calculated as the average of the number of permanent employees at the end of each quarter.

Job categories are defined as follows: Senior management comprises the CEO, executive vice presidents, vice presidents and directors. Management comprises middle managers and specialists. Professional comprises employees with academic backgrounds as well as team leaders. Process operators comprises operators and unskilled workers.

Women in management and senior management 2016 (2015)

■ Women
■ Men



Employee growth

■ Growth in number of total employees
■ Growth in number of female employees

