

# Social and governance performance

## Labor practices & human rights

The total number of employees at year-end 2016 was 6,441, compared with 6,485 at year-end 2015. The slight decrease was mainly due to the reorganization in 2016.

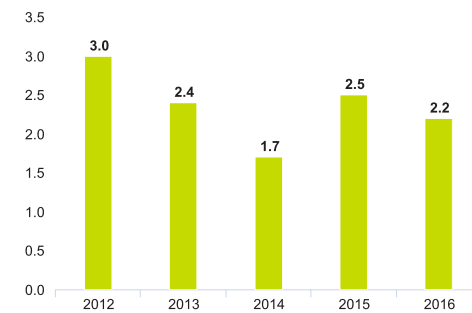
Novozymes continued to strengthen diversity within the organization while upholding the principles of merit-based selection and promotion. In 2016, 36% of the employees promoted were female, compared with 41% in 2015.

Novozymes' employee absence rate remained at 2.0% in 2016. Region-specific initiatives have been drawn up to reduce absences.

## Occupational health & safety

In 2016, the frequency of occupational accidents decreased to 2.2 per million working hours from 2.5 per million working hours in 2015. As the majority of the accidents involved falls or trips, a new program has been launched across all sites to raise awareness and reduce these types of accidents.

Frequency of accidents (per million working hours)



## Innovation

In 2016, Novozymes launched eight new products compared with six product launches in 2015. See the full list of new products in Novozymes in a nutshell.

## Business ethics

99% of Novozymes' employees completed business integrity training in 2016, compared with 98% in 2015.

The number of investigated fraud cases increased from 25 in 2015 to 44 in 2016. None of the investigated fraud cases, in both 2015 and 2016, had a material financial impact on Novozymes.

Business integrity training for employees\*



## Corporate Citizenship

In 2016, Novozymes engaged with more than 106,000 learners, compared with approximately 25,000 in 2015.

## Customer satisfaction measurement

A customer satisfaction survey was conducted among Novozymes' customers in 2016. The results show a high level of satisfaction, with a Net Promoter Score (NPS) of +45 on a scale from -100 to +100.

# Consolidated social and governance data

	Note		2016	2015
<b>Labor practices &amp; human rights</b>				
Employees, total	2.3	No.	6,441	6,485
Women	2.3	%	37.7	37.5
Men	2.3	%	62.3	62.5
Rate of absence	8.1	%	2.0	2.0
Employees promoted who are women	8.1	%	36	41
“Satisfaction and motivation” score in employee survey	8.1	No.	76	77
“Opportunities for professional and personal development” score in employee survey	8.1	No.	79	80
<b>Occupational health &amp; safety</b>				
Fatalities		No.	-	-
Frequency of occupational accidents	8.2	Per million working hours	2.2	2.5
Frequency of occupational diseases	8.2	Per million working hours	0.7	1.2
<b>Innovation</b>				
New products	2.4	No.	8	6
Active patent families	2.4	No.	1,123	1,164
<b>Business ethics</b>				
Completion of business integrity training for employees*	8.3	%	99	98
Breaches of competition law	8.3	No.	-	-
Investigated fraud cases*	8.3	No.	44	25
<b>Corporate Citizenship</b>				
Estimated number of learners reached*	8.4	No.	106,000	25,000
<b>Customer satisfaction measurement</b>				
Net Promoter Score (NPS)	8.5	No. (-100 to +100)	45	n.a.
<b>Reference to notes without data</b>				
Responsible sourcing	8.6		n.a.	n.a.

\* Comparison year data have been restated to reflect updated accounting policies.