



August 7, 2025

To: Maziar Mike Doustdar
 CC: Board of Directors, Novo Nordisk
 CC: Executive Management, Novo Nordisk
 CC: Board of Directors, Novo Nordisk Foundation
 CC: Executive Management, Novo Nordisk Foundation
 To Maziar Mike Doustdar,

As organizations and advocates fighting for #insulin4all, we write to you at a critical moment of transition, not only for Novo Nordisk, but for the millions of people around the world whose survival depends on insulin.

Insulin is not a luxury. For those of us living with insulin-dependent diabetes, it is as essential as oxygen. As the world's leading producer of insulin, Novo Nordisk holds a profound responsibility. Your company's decisions directly impact the health and survival of more than 30 million people globally. That responsibility must take precedence over profits, shareholder returns, or corporate strategy.

Your appointment presents a rare opportunity to reset priorities and reaffirm Novo Nordisk's commitment to human rights¹ and public health.² Over 100 years ago, Novo Nordisk committed to

investing in the sale of diabetes medicines to be used for scientific and humanitarian purposes.³ We urge you to reinvest in this legacy as you shape your leadership agenda:

1. Make access the top priority

Access and affordability are Novo Nordisk's primary salient human rights issue.⁴ However, over $\frac{2}{3}$ of people living with type 1 diabetes reported having difficulty accessing insulin.⁵ Insulin access must not depend on geography or income. Novo Nordisk should universally guarantee access to their insulin products, with a particular focus on access in low-resource and vulnerable settings. Given its global leadership and capacity, Novo Nordisk has a clear obligation to ensure that insulin access includes last-mile accountability to ensure insulin reaches all who need it.

2. Commit to fair practices

In low- and middle-income countries, people living with type 1 diabetes reported spending almost $\frac{2}{3}$ of their income on insulin and glucose self-monitoring supplies.⁵ We ask Novo Nordisk to:

- **Adopt a fair pricing model:** Ensure insulin is affordable and accessible to all, in line with the WHO's Global Diabetes Coverage Target 5.⁶
- **Ensure product continuity:** If any insulin product (dosage form and/or type) is to be discontinued,⁷ there must be implementation of Novo's Human Rights Due Diligence risk process,⁴ including:
 - a) A clear and timely transition plan for all current users;
 - b) Technology transfer of the product to other manufacturers, with priority given to low- and middle-income countries
- **Be transparent:** Any changes affecting insulin production, pricing, or distribution must be communicated publicly and clearly, with justifications and sufficient timelines for public health systems to ensure continuous access for patients.

3. Lead with integrity and real-world awareness

As a global leader, Novo Nordisk has the capacity and responsibility to model ethical leadership in global health. This means moving beyond token messaging and aligning the company's public narrative with the lived experiences of people who rely on insulin. Rather than simply keeping patients "in mind,"¹ Novo Nordisk must put people before profits by grounding its communications and advocacy in evidence, real world realities, and human rights principles.

- **Advocate responsibly:** Novo Nordisk's participation in multilateral initiatives, public policy efforts, and lobbying activities should support equitable and affordable access to medicines.
- **Be transparent:** Novo Nordisk must commit to full transparency and disclosure on public policy or lobbying positions including the alignment or misalignment with those of trade associations or industry coalitions.

4. Engage meaningfully with the global diabetes community

We invite open, ongoing, and constructive dialogue with your leadership team with people who are most impacted by lack of insulin access and unaffordability.

This moment is more than a change in executive leadership—it is an opportunity to redefine Novo Nordisk’s legacy and leadership. You have the power and the responsibility to steer the company toward a future that centers dignity, accountability, and the human rights to health and life.

We stand ready to engage, to collaborate, and to elevate the voices of people living with diabetes around the world.

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2. Novo Nordisk A/S. (2022). *Human Rights Commitment* [PDF]. Retrieved July 23, 2025, from <https://www.novonordisk.com/content/dam/nncorp/global/en/sustainable-business/pdfs/esg-portal/novo-nordisk-human-rights-commitment-2022.pdf>
3. Novo Nordisk Fonden. (n.d.). *Our history*. Retrieved July 23, 2025, from <https://novonordiskfonden.dk/en/who-we-are/our-history/>
4. Novo Nordisk A/S. (2024). *Novo Nordisk Human Rights Report 2023* [PDF]. Retrieved July 23, 2025, from <https://www.novonordisk.com/content/dam/nncorp/global/en/sustainable-business/pdfs/esg-portal/2024/novo-nordisk-human-rights-report-2023.pdf>
5. T1International. (2025). *Out-of-Pocket Expenses and Rationing Survey Report 2024*. Retrieved July 23 2025 from <https://www.t1international.com/access-survey/>
6. The WHO’s Global Diabetes Coverage Target was set as the out-of-pocket expenses for insulin and glucose self monitoring supplies, combined with the national poverty line, should be no more than the lowest-paid government sector worker in any given country for everyone living with type 1 diabetes. We encourage Novo Nordisk to advance global affordability and sustainable access to insulin by adopting a pricing model of cost of production plus a small and reasonable margin as a meaningful and ethical step toward global affordability.
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7. For example, the discontinuation of human insulin pens with significant impact in countries like South Africa and India, and the discontinuation of insulin Levemir vials and pens
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Fick, M. (2024, November 14). Novo Nordisk says it is gradually phasing out human insulin pens globally. *Reuters*. Retrieved July 23, 2025, from <https://www.reuters.com/business/healthcare-pharmaceuticals/novo-nordisk-says-it-is-gradually-phasing-out-human-insulin-pens-globally-2024-11-14/>

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506. Iza Soares, Brazil
507. Evvy Sofos, Sofos Attorneys, South Africa
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513. Rebecca Starcevic, United States of America

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520. Nan Stevenson, United States of America
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523. Jackie Stolfi, United States of America
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531. Robert Tannor, United States of America
532. Sabq Tanveer, Abaseen Institute of Medical Sciences, Pakistan
533. Cecile Taquoj, Brazil
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536. Maria Taylor, United States of America
537. Cornelia Teed, United States of America
538. Emily Tekolste, United States of America
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542. Gloria Thompson, United States of America
543. Shaylene Thornton, United States of America
544. Mary Kate Ticknor, United States of America
545. Seth Tims, United Kingdom of Great Britain and Northern Ireland
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548. Denise Tomaz, Brazil
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551. Tia Triplett, United States of America
552. Justin Truong, United States of America
553. Lisa Tyree, United States of America
554. Sharon Ulery, United States of America
555. Nick Unger, United States of America

556. Theresa Uthe, United States of America
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570. Theodore Voth, United States of America
571. Paul Vugteveen, United States of America
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589. Diane Wicks, United States of America
590. Frances Wiig, Australia
591. Zinnia Wijsman, Ghana
592. Carole Williams, United States of America
593. Catherine Williams, United States of America
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- 604. Erin Zilles, United States of America
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