

## Work Session 9

### The License to Operate – Finding the Right Balance Between Competitiveness and Compassion

#### Theses

- *An increasingly transparent world requires pharmaceutical companies to adapt a broader stakeholder view.*
- *The perspective of the decision-makers in this industry needs to be more long-term oriented.*
- *Like no other industry, the pharmaceutical industry develops and draws on unique knowledge which involves a great amount of responsibility.*
- *Companies can learn from the example of the pharmaceutical industry how to incorporate sustainability aspects systematically into their management philosophy and tools.*

#### CV

Born in 1954. Lars Rebien Sørensen holds a Master of Science in forestry from the Royal Veterinary and Agricultural University in Denmark and a Bachelor of Science in international economics from the Copenhagen Business School.

He started his professional career with Novo Nordisk's enzymes marketing division in 1982. Over the years, he has been stationed in several regions, including the Middle East and North America. In 1994, he was appointed member of the Corporate Management with special responsibility for health care. Since 2000, Lars Rebien Sørensen has been serving as President and Chief Executive Officer of Novo Nordisk.

In addition, Lars Rebien Sørensen is a member of the Bertelsmann AG Supervisory Board. In 2005, he was decorated as *Chevalier de l'Ordre National de la Légion d'Honneur* by the French government.



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