



Patrick McLaughlin
Executive Director
Anaheim Clinical Trials
1085 N. Harbor Boulevard
Anaheim, CA 92801
Attn.: Anna Parker

December 17, 2013

**Re: Performance
Review**

Dear Patrick,

I am the Project Manager for the Novo Nordisk trial NN1218-3853-Onset2. I am writing to with respect to Anna Parker's performance in this trial. I have worked with Anna over the course of a number of years and several Novo Nordisk Inc trials. She is very knowledgeable, diligent, always willing to share her experience with others and demonstrates exemplary professionalism in all of her interactions . This has also been noted by my colleagues in Headquarters who have had the opportunity to work with her.

Anna was selected to participate in our National Study Coordinator panel as a health care consultant (HCP) on a global and regional level for the Faster Acting Insulin trials which includes the 3853 trial. In her role as a National Study Coordinator, she provides subject matter expertise in the area of diabetes management and trial procedures. She has been instrumental in the development of study tools to aid sites in conducting this trial and presented at our Investigator Meeting in September on how best to motivate subjects in complying with completion of a complex diary for this trial. Other responsibilities include mentoring of other study coordinators participating in 3853 trial and feedback has been very positive.

In conclusion, it is always pleasure to work with Anna as she has so much to offer and share.

Sincerely,

Deborah Gray
Clinical Project Manager
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Princeton, NJ 08536

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