

Realizing the UN Global Compact Blueprint

Dimension	Component	UNGC Suggested best practice	Vestas practice
Implementing the Ten Principles into Strategies and Operations	Full Coverage and Integration Across Principles	Implement all the ten UN Global Compact principles into strategies and operations.	See table below for GC Advanced level
		Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs.	
		Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts.	Management systems Stakeholder engagement Suppliers
	Robust Management Policies and Procedures	Assess risks and opportunities on an ongoing basis at both enterprise and product level and undertake due diligence to ensure that the company identifies any negative impacts caused by its operations and activities.	Operational risks
		Develop strategies and policies specific to the company's operating context – as well as scenarios for the future - and establish measurable short, medium, and long term goals.	Vision Management systems
		Engage and educate employees through training activities, the development and adjustment of business processes, and sound incentive schemes.	Employees Employees
		Implement a system to track and measure performance based on standardized performance metrics.	Accounting policies Sustainability data
	Mainstreaming into Corporate Functions and Business Units	Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc.) and ensure that no function is operating in conflict with sustainability commitments and objectives of company.	Suppliers Partnership Against Corruption Initiative
		Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy.	Management systems
		Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary.	Organising sustainability
	Value Chain Implementation	Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts.	Operational risks Management systems
		Communicate policies and expectations to suppliers and other relevant business partners.	Suppliers
		Implement monitoring and assurance mechanisms within company's sphere of influence.	Suppliers
		Undertake awareness-raising, training and other types of capability building with suppliers and other business partners.	Suppliers

Dimension	Component	UNGC Suggested best practice	Vestas practice
Taking Action in Support of Broader UN Goals and Issues	Core Business Contributions to UN Goals and Issues	Align core business strategy with one or more relevant UN goals / issues.	Wind. It means the world to us. Vision
		Develop relevant products and services or design business models that contribute to UN goals / issues.	Business development
		Adopt and modify operating procedures to maximize contribution to UN goals / issues.	Environment Environment
	Strategic Social Investments and Philanthropy	Pursue social investments and philanthropic contributions that tie in with the core competences or operating context of the company as an integrated part of its sustainability strategy.	Global university programme Social initiatives
		Coordinate efforts with other organizations and initiatives to amplify – and not negate or unnecessarily duplicate – the efforts of other contributors.	
		Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups.	
	Advocacy and Public Policy Engagement	Publicly advocate the importance of action in relation to one or more UN goals / issues.	Political affairs
		Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals / issues.	Vision – G20 Political affairs – G20 G20 business summit
	Partnerships and Collective Action	Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy.	WindMade http://www.windmade.org/ UN Sustainable Energy for All
		Join industry peers, UN entities and/or other stakeholders in initiatives that contribute to solving common challenges and dilemmas at the global and/ or local levels with an emphasis on initiatives that extend the company's positive impact on its value chain.	Memberships Active member of PACI taskforce UNGC LEAD taskforces

Dimension	Component	UNGC Suggested best practice	Vestas practice
Engaging with the UN Global Compact	Local Networks and Subsidiary Engagement	Contribute to the building and operating of at least one UN Global Compact Local Network and help elevate performance of other companies through training, mentoring, COP peer review, etc.	Local network India Mentorship
		Encourage subsidiaries to engage with UN Global Compact Local Networks and to participate actively in events and activities.	Local network India
		Publish sustainability information related to each individual subsidiary separately or reference it explicitly in the Communication on Progress of Corporate Headquarters.	Sustainability data
	Global and Local Working Groups	Participate in relevant global or local working groups and share experiences, networks, tools and good practices with other UN Global Compact participants.	Local network India
		Take active part in defining scope and objectives of new working groups when relevant.	Sustainable Energy for All
	Issue-Based and Sector Initiatives	Join and help advance one or more existing UN Global Compact initiatives, e.g. Caring for Climate, CEO Water Mandate, Women's Empowerment Principles, and Global Business Initiative on Human Rights.	Caring for Climate Sustainable Energy for All
		Spearhead need-driven development of new issue-based or sector initiatives within the UN Global Compact and the wider United Nations.	Sustainable Energy for All
	Promotion and Support of the UN Global Compact	Advocate the UN Global Compact to business partners, peers and the general public.	UN Global Compact Suppliers
		Encourage suppliers and other business partners to join the UN Global Compact, and take on mentoring role on issues related to the initiative.	
Participate in activities to further develop and strengthen the UN Global Compact.		LEAD Task Force Sustainability reporting	

Dimension	Component	UNGC Suggested best practice	Vestas practice
The Cross-Cutting Components	CEO Commitment and Leadership	CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact.	CEO statement
		CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards.	Sustainable Energy for All
		CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation.	
		Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team.	
	Board Adoption and Oversight	Board of Directors (or equivalent**) assumes responsibility and oversight for long term corporate sustainability strategy and performance.	Organising sustainability
		Board establishes, where permissible, a committee or assigns an individual Board member with responsibility for corporate sustainability.	Organising sustainability
		Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress).	Board approves Annual Report
	Stakeholder Engagement	Publicly recognize responsibility for the company's impacts on internal and external stakeholders.	Relations with stakeholders
		Define sustainability strategies, goals and policies in consultation with key stakeholders.	
		Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance.	
		Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'.	EthicsLine
	Transparency and Disclosure	Share sustainability information with all interested parties and respond to stakeholder inquiries and concerns.	Contact us/Feedback EthicsLine
		Ensure that Communication on Progress covers all aspects of the Leadership Blueprint and utilize, where appropriate, the Global Reporting Initiative framework.	GRI Index
Integrate Communication on Progress into annual financial report or publish them together.		Integrated annual report and additional information at vestas.com	
Secure external verification of Communication on Progress or seek other methods for legitimization by external stakeholders.		Annual report and GRI index verified by PwC	

Criteria for the GC Advanced Level

Management	Criterion	UNGC Suggested best practice	Vestas practice
Strategy, Governance and Engagement	1: The COP describes key aspects of the company's high-level sustainability strategy in line with Global Compact principles	Impact of broader sustainability trends on the long-term prospects and financial performance of the organisation	Vision Key impacts, risks and opportunities
		Major sustainability risks and opportunities in the near to medium term (3-5 years)	Key impacts, risks and opportunities
		Social and environmental impact of the organisation's activities	Environment
		Overall strategy to manage sustainability impacts, risks and opportunities in the near to medium term (3-5 years)	Vision
		Key performance indicators to measure progress	Highlights for the Group
		Major successes and failures during the reporting period	Managing sustainability
	2: The COP describes effective decision-making processes and systems of governance for corporate sustainability	Involvement and accountability of management (C-suite) in developing corporate sustainability strategy in line with Global Compact principles and overseeing its implementation	Organising sustainability
		Corporate governance structure (Board of Directors or equivalent) and its role in oversight of long-term corporate sustainability strategy and implementation in line with Global Compact principles	Organising sustainability
		Goals and incentive schemes for management (C-suite) to promote sustainability strategy in line with Global Compact principles	
	3: The COP describes engagement with all important stakeholders	Regular stakeholder consultations in the area of human rights, labour, environment and anti-corruption	
		List of stakeholder groups engaged by the organisation	Stakeholder engagement
		Process for stakeholder identification and engagement	Stakeholder engagement
		Outcome of stakeholder involvement	Material issues
		Process of incorporating stakeholder input into corporate strategy and business decision-making	

Support	Criterion	UNGC Suggested best practice	Vestas practice
<p style="text-align: center;">UN Goals and Issues</p>	<p style="text-align: center;">4: The COP describes actions taken in support of broader UN goals and issues</p>	<p>Adoption or modification of business strategy and operating procedures to maximize contribution to UN goals and issues</p>	<p>Wind. It means the world to us. Vision Environment</p>
		<p>Development of products, services and business models that contribute to UN goals and issues</p>	<p>Business development</p>
		<p>Social investments and philanthropic contributions that tie in with the organization’s core competencies, operating context and sustainability strategy</p>	<p>Global university programme Social initiatives</p>
		<p>Public advocacy on the importance of one or more UN goals and issues</p>	<p>Vision – G20 Political affairs – G20 G20 business summit</p>
		<p>Partnership projects and collective actions in support of UN goals and issues</p>	<p>WindMade http://www.windmade.org/ Sustainable Energy for All</p>

Issue Area	Criterion	UNGC Suggested best practice	Vestas practice
Human Rights Implementation	5: The COP describes robust commitments, strategies or policies in the area of human rights	Commitment to comply with all applicable laws and respect internationally recognized human rights, wherever the company operates (e.g. the Universal Declaration of Human Rights)	Code of Conduct Code of Conduct Human Rights and labour
		Statement of policy expressing commitment to respect and support human rights approved at the most senior level of the company	Code of Conduct Code of Conduct
		Statement of policy stipulating human rights expectations of personnel, business partners and other parties directly linked to operations, products or services	Employees/Rights Human Rights and labour
		Statement of policy publicly available and communicated internally and externally to all personnel, business partners and other relevant parties	Code of Conduct
	6: The COP describes effective management systems to integrate the human rights principles	On-going due diligence process that includes an assessment of actual and potential human rights impacts	Employees/Rights Human Rights and labour
		Internal awareness-raising and training on human rights for management and employees	Employees/Rights Human Rights and labour
		Operational-level grievance mechanisms for those potentially impacted by the company's activities	
		Allocation of responsibilities and accountability for addressing human rights impacts	Human Rights and labour
		Internal decision-making, budget and oversight for effective responses to human rights impacts	Human Rights and labour
		Processes to provide for or cooperate in the remediation of adverse human rights impacts that the company has caused or contributed to	Human Rights and labour
	7: The COP describes effective monitoring and evaluation mechanisms of human rights integration	System to monitor the effectiveness of human rights policies and implementation, including in the supply chain	Suppliers Human Rights and labour
		Monitoring drawing from internal and external feedback, including affected stakeholders	
		Leadership review of monitoring and improvement results	
		Process to deal with incidents	EthicsLine
	8: The COP describes key outcomes of human rights integration	Outcomes of due diligence process	Suppliers Human Rights and labour
		External and formal reporting of operations or operating contexts that pose risks of severe human rights impacts	Human Rights and labour
		Disclosure of main incidents involving the company	
		Outcomes of processes of remediation of adverse human rights impacts	Compliance

Issue Area	Criterion	UNGC Suggested best practice	Vestas practice
Labour Principles Implementation	9: The COP describes robust commitments, strategies or policies in the area of labour	Reference to relevant international conventions and other international instruments (e.g., ILO Core Conventions)	Code of Conduct Code of Conduct
		Reflection on the relevance of the labour principles for the company	Code of Conduct Code of Conduct
		Written company policy (e.g., in code of conduct) on labour	Code of Conduct Code of Conduct
		Inclusion of minimum labour standards in contracts with suppliers and other relevant business partners	Suppliers
		Specific commitments and goals for specified years	
	10: The COP describes effective management systems to integrate the labour principles	Risk and impact assessments in the area of labour	Human Rights and labour
		Allocation of responsibilities and accountability within the organisation	Human Rights and labour
		Internal awareness-raising and training on the labour principles for management and employees	Human Rights and labour
		Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) for reporting concerns or seeking advice	EthicsLine
	11: The COP describes effective monitoring and evaluation mechanisms of labour principles integration	System to track and measure performance based on standardized performance metrics	
		Audits or other steps to monitor and improve the labour performance of companies in the supply chain	Suppliers
		Leadership review of monitoring and improvement results	
		Process to deal with incidents	EthicsLine
	12: The COP describes key outcomes of integration of the labour principles	Outcome of due diligence and follow-up efforts to uphold the freedom of association right to collective bargaining	Human Rights and labour
		Outcome of due diligence and follow-up efforts to eliminate forced labour	Human Rights and labour
		Outcome of due diligence and follow-up efforts to abolish child labor	Human Rights and labour
		Outcome of due diligence and follow-up efforts to eliminate discrimination	Human Rights and labour
Disclosure of main incidents involving the company			

Issue Area	Criterion	UNGC Suggested best practice	Vestas practice
Environmental Stewardship Implementation	13: The COP describes robust commitments, strategies or policies in the area of environmental stewardship	Reference to relevant international conventions and other international instruments (e.g., Rio Declaration on Environment and Development)	Code of Conduct Code of Conduct
		Reflection on the relevance of environmental stewardship for the company	Environment
		Written company policy on environmental stewardship	Sustainability policies
		Inclusion of minimum environmental standards in contracts with suppliers and other relevant business partners	Suppliers
		Specific commitments and goals for specified years	Managing sustainability
	14: The COP describes effective management systems to integrate the environmental principle	Environmental risk and impact assessments	Management systems
		Assessments of lifecycle impact of products, ensuring environmentally sound end-of-life management policies	Life cycle assessment Life cycle assessment
		Allocation of responsibilities and accountability within the organisation	Organising sustainability
		Internal awareness-raising and training on environmental stewardship for management and employees	Employees
		Grievance mechanisms, communication channels and other procedures (e.g., whistleblower mechanisms) for reporting concerns or seeking advice regarding environmental impacts	EthicsLine
	15: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	System to track and measure performance based on standardized performance metrics	Highlights for the Group Sustainability data
		Leadership review of monitoring and improvement results	Management systems
		Process to deal with incidents	Global standards and processes
		Audits or other steps to monitor and improve the environmental performance of companies in the supply chain	Suppliers
	16: The COP describes key outcomes of integration of the environmental principles	Indicators on uses of materials and energy	Highlights for the Group Sustainability data
		Indicators on emissions, effluents, and waste	Highlights for the Group Sustainability data Environment
Indicators on the company's initiatives to promote greater environmental responsibility			
Indicators on the development and diffusion of environmentally friendly technologies		Life cycle assessment Sustainable products	
Disclosure of main incidents involving the company		Highlights for the Group	

Issue Area	Criterion	UNGC Suggested best practice	Vestas practice
Anti-Corruption Implementation	17: The COP describes robust commitments, strategies or policies in the area of anti-corruption	Publicly stated formal policy of zero-tolerance of corruption (D1)	Code of Conduct Code of Conduct
		Commitment to be in compliance with all relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes (B2)	Code of Conduct Partnership Against Corruption Initiative
		Statement of support for international and regional legal frameworks, such as the UN Convention against Corruption (D2)	Partnership Against Corruption Initiative
		Carrying out risk assessment of potential areas of corruption (D3)	
		Detailed policies for high-risk areas of corruption (D4)	Partnership Against Corruption Initiative
		Policy on anti-corruption regarding business partners (D5)	
	18: The COP describes effective management systems to integrate the anti-corruption principle	Support by the organization's leadership for anti-corruption (B4)	Organising sustainability
		Human Resources procedures supporting the anti-corruption commitment or policy, including communication to and training for all employees (B5 + D8)	Code of Conduct
		Internal checks and balances to ensure consistency with the anti-corruption commitment (B6)	
		Actions taken to encourage business partners to implement anti-corruption commitments (D6)	Suppliers
		Management responsibility and accountability for implementation of the anti-corruption commitment or policy (D7)	
		Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice (D9)	EthicsLine
		Internal accounting and auditing procedures related to anticorruption (D10)	
	19: The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	Leadership review of monitoring and improvement results (D12)	Organising sustainability
		Process to deal with incidents (D13)	EthicsLine
		Public legal cases regarding corruption (D14)	
		Use of independent external assurance of anti-corruption programmes (D15)	
	20: The COP describes key outcomes of integration of the anti-corruption principle	Outcomes of assessments of potential areas of corruption, where appropriate (Ref. D3)	
		Outcomes of mechanisms for reporting concerns or seeking advice (Ref. D9)	
		Indicators Human Resources procedures supporting the anti-corruption commitment or policy	
Disclosure of main incidents involving the company			

Issue Area	Criterion	UNGC Suggested best practice	Vestas practice
<p style="text-align: center;">Value Chain Implementation</p>	<p style="text-align: center;">21: The COP describes implementation of the Global Compact principles in the value chain</p>	<p>Analysis of sustainability risk, opportunity and impact in the value chain, both upstream and downstream</p>	
		<p>Policy on value chain, including a policy for suppliers and subcontractors</p>	
		<p>Communication of policies and expectations to suppliers and other business partners</p>	<p>Suppliers</p>
		<p>Monitoring and assurance mechanisms (e.g. audits/screenings) for compliance in the value chain</p>	<p>Suppliers</p>
		<p>Awareness-raising, training and other types of capacity building with suppliers and other business partners</p>	

Reporting	Criterion	UNGC Suggested best practice	Vestas practice
<p style="text-align: center; font-weight: bold;">Transparency and Verification</p>	<p>22: The COP provides information on the company's profile and context of operation</p>	<p>Legal structure, including any group structure and ownership</p>	<p>Corporate governance Legal entities</p>
		<p>Countries where the organisation operates, with either major operations or operations that are specifically relevant to sustainability</p>	<p>Legal entities</p>
		<p>Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)</p>	<p>Financial performance</p>
		<p>Primary brands, products, and/or services</p>	<p>New products and services</p>
		<p>Direct and indirect economic value generated for various stakeholders (employees, owners, government, lenders, etc.)</p>	<p>GRI Index</p>
	<p>23: The COP incorporates high standards of transparency and disclosure</p>	<p>COP uses the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines</p>	<p>GRI Index</p>
		<p>COP qualifies for Level B or higher of the GRI application levels</p>	<p>GRI Index</p>
		<p>COP includes comparison of key performance indicators for the previous 2-3 years</p>	<p>Highlights for the Group Sustainability data</p>
		<p>Board, where permissible, approves COP and other formal reporting on corporate sustainability</p>	<p>Board approves Annual Report</p>
		<p>Relevant sustainability information from COP is included in annual financial report and filings</p>	<p>Integrated annual report and additional information at vestas.com</p>
	<p>24: The COP is independently verified by a credible third party</p>	<p>Accuracy of information in COP is verified against assurance standard (e.g. AA1000, ISAE 3000)</p>	<p>Auditor statement</p>
		<p>Accuracy of information in COP is verified by independent auditors (e.g. accounting firm)</p>	<p>Auditor statement</p>
		<p>Content of COP is independently verified against content standards (e.g. GRI Check)</p>	<p>GRI Index</p>
		<p>COP is reviewed by a multi-stakeholder panel or by peers (e.g. Global Compact Local Network)</p>	