

COP Peer Review 2018 at Ørsted – Meeting Minutes

Peer review/feedback session on the attendee's 2017 COP reports

Participants:

- **Ørsted:** Rasmus Nikolaj Due Skov and Anders Kirkeby Larsen
- **Maersk:** Lene Bjørn Serpa and Frances Iris Lu
- **Carlsberg:** Simon Hoffmeyer Boas and Sam Wainwright
- **Novo Nordisk:** Kasumi Blessing and Anne Leigh Olsen
- **Novozymes:** Santosh Govindaraju and Jens F. Munch-Petersen

Company	Selected sections or focus areas for feedback
Ørsted Ørsted Sustainability Report	<ol style="list-style-type: none"> 1. The organizing principle for the report structure is by use of the three pillars in Ørsted's sustainability strategy and sustainability programmes – how does it work? 2. Dilemmas are included to balance the reporting – can it be communicated more clearly? 3. SDG contribution is organized through a qualitative assessment – can we improve the way we describe our strategic work and level of contribution to the SDGs?
Maersk Maersk report	<ol style="list-style-type: none"> 1. A new section (<i>A changing world</i>) has been introduced to take an outside-in view on some of our sustainability issues from a high-level. How is the type of narrative used in this section? 2. A sustainability performance overview table has been included serving as an index/overview of all of issues – how does it work? 3. A 'Sustainability Highlights' page (website) has been launched. How is this format and how can it be improved?
Carlsberg Carlsberg report	<ol style="list-style-type: none"> 1. Carlsberg has structured their report around their new sustainability programme with focus areas and targets. Did this work, and how is the balance here between performance and ambition? 2. Is there anything specific Carlsberg could cut without reducing the quality of the report? 3. Has it worked to increase the clarity of how the new sustainability programme affects the SDGs? 4. Are Carlsberg missing any material/important areas in our report? 5. What is your view of our approach to GRI (something we would like to discuss in a wider context with everyone)
Novo Nordisk Novo Nordisk Report	<ol style="list-style-type: none"> 1. Novo Nordisk has changed the format to a compliance format with short and concise information. How did this approach work for an external reader? 2. Given that this is a compliance document, does it come across that Novo Nordisk works rigorously to meet the international standards to which we adhere? 3. Novo Nordisk feels the report lacks appeal. How can a compliance approach become more engaging?
Novozymes Novozymes Report	<ol style="list-style-type: none"> 1. Novozymes has structured the COP in 3 sections - Commitment, Taking Action and Engagement. How does this work? 2. Novozymes is only showcasing only the SDGs where they will have material impact. Is it easy to see the appropriate linking between the SDGs we have impacts on and the sections above? 3. Novozymes has included 3rd party voices of relevant stakeholders. How can we make this more effective?

Notes from feedback sessions (approved by the participants)

Feedback to Ørsted

- Ørsted's sustainability report is the first report after the name and brand change from DONG Energy to Ørsted. The report has been central in the re-branding period where the new sustainability strategy was launched. In general, there were good positive feedback to a beautiful report stating the new vision and direction.
- The peer group liked the organizing principle based on the three sustainability strategy pillars and the 20 sustainability programmes. It works really well, however, some layout figures/elements in the report could help the reader to understand which pillar and which programme the specific text/section was related to.
- Ørsted has assessed their contribution to the SDGs with a qualitative approach. To strengthen this approach, the peer group suggested to include an explanation for the cause of identifying each of the SDGs. Ørsted would also like to improve it with quantification. That's also a central question and a similar

struggle for the rest of the peer group. Ørsted is currently in a first stage phase of assessing the Scope 3 impact and this will be in focus for the coming years.

- The peer group recommended that Ørsted include a specific section on Public Affairs and a section on Public Partnerships. It was also recommended to make the external quotes (e.g. from Greenpeace) that are more specific related to a specific initiative in Ørsted.
- The peer group highlighted the lack of Ørsted's end-consumer perspectives in the report. It was recommended to include a section with the end consumer in focus and what Ørsted's new vision means for him or her.

Feedback to Maersk

- Maersk has for the first time introduced new section (*A changing world*) that takes an outside-in perspective on some of their sustainability issues from a high-level. The narrative in the section was well received by the peer group. The narrative is very reflective and places Maersk in the middle of a complex world facing major challenges. The peer group outlined this as a massive mindset shift for Maersk – a very positive shift. The section was a bit dense in text. The peer group underlined that they look forward to next year's report where Maersk needs to take action on all the challenges presented in the section.
- Maersk has introduced a new large overview table on all sustainability initiatives. The peer group was impressed on how Maersk had managed to condense it all into one table. However, the information was almost overwhelming and you could easily get lost in the table. A suggestion could be to mark the priority areas among all the initiatives.
- Maersk has introduced a sustainability highlights website. It's a condensed site with key points from their Sustainability Report, designed to be more accessible to a broader generalist audience. The peer group liked this page, but emphasized the lack of headlines and general website structure that would help the reader to navigate and get a better understanding.

Feedback to Carlsberg

- Carlsberg launched their new sustainability programme during 2017. Their report is positioned as 'visionary' and structured around the new focus areas and targets to support the new programme. The peer group liked the layout, graphics and the narrative – very engaging and appealing. However, some of the case stories were a bit vague content wise. Another point was that the text should be down adjusted a bit in terms of adjective words.
- The peer group really liked the new structure and the balance between ambition and performance. Carlsberg explained that the idea was that local beer brands should be able to replicate the same structure and type of content for similar reports. The peer group recommended to include a section on the challenges related to the very visionary goals and targets.
- The peer group liked how each of the initiatives in the new sustainability programme was linked to a specific SDG and the relevant sub-target.
- In terms of reducing the pages, the peer group suggested to exclude the data heavy sections, but Carlsberg explained that there was a reason to include these. Carlsberg has deprioritized the tasks to provide data inputs to rating agencies. Instead they have some very detailed sections on data where the rating companies can find the information they are looking for.

Feedback to Novo Nordisk

- Novo Nordisk has an integrated report. This year, they have tried to extract the COP relevant data into a short and concise report. They see it as a "compliance report" with the primary audience as the UNGC, regulators, bankers and investors. Novo Nordisk has excluded all storytelling to make as 'clean' as possible.

The storytelling etc are still in the integrated reporting.

- Novo Nordisk received positive feedback on the short format from the peer group. The peer group was aware of the amount of work there is behind such an exercise. It was agreed that this “compliance format” was for a very narrow target audience.
- However, the peer group felt the report was a bit too detached and disconnected from the integrated report. To make the compliance format more appealing, the peer group suggested to underline the links to the integrated report. Links - and the ability to keep them alive - were discussed as a challenging task. Especially Carlsberg had experienced some major technical problems in earlier online reports with links. Another suggestion was to include small appealing boxes with highlights and performance for each topic with a reference to read more in the integrated reporting.

Feedback to Novozymes

- Novozymes has an integrated report. Their COP report is structured into three overall sections; Commitment, Taking Action and Engagement. The peer group liked this structure even though the distinction between the sections (esp. *Taking action* and *Engagement*) wasn't very clear – it was suggested to add clear section headlines or other layout elements that separate the sections. In addition to that, the peer group pointed out that the overall structure (the links and references to the integrated report) is a bit too complex. The peer group agreed that the content is really great, but also that Novozymes could do more to bring the reader along and make the reader feel more engaged.
- As Novozymes has an integrated report, information on sustainability targets and performance are not included in the COP report, but in the integrated report. Nevertheless, the peer group suggested to at least include a one page overview with targets and performance in the COP report with a reference to read more in the integrated report. The peer group also recommended that Novozymes use space in the COP report to elaborate on their Sustainability stories, their products contribution and the methods behind – e.g. how Novozymes products save 76 million tons CO₂.
- Novozymes has in their report identified the 5 SDGs where they will have the most material impact. The peer group liked this approach, but pointed that Novozymes needs direct links to their targets for each of the identified SDGs. In the Materiality section (where a SDG contribution also is a part of), the peer group found the section and table a bit too long and recommended to summarize it in 1-2 pages and move more details to the end of the report.
- Novozymes has for the first time included 3rd party voices in the form of small interviews with relevant stakeholders. The peer group really liked this, but suggested to include a picture and a quote of the stakeholder actually speaking to make it even more engaging and alive.