



Sustainability report 2018

A young child in a bright orange jacket and dark beanie runs through a green field, holding a red kite string. A colorful kite with long, flowing ribbons is visible in the upper right corner of the frame. The background shows a line of trees with autumn foliage under a clear blue sky.

A greener
planet
for a better
world

Keeping global warming below 1.5°C is crucial

Global warming caused by increasing concentrations of greenhouse gases in the atmosphere is changing the conditions for life on Earth. As a global society, we must drastically accelerate climate action and the transition from black to green energy to avoid catastrophic consequences for nature, humans, and the economy.

Today, global temperatures are 1.1°C above the pre-industrial period, and average temperatures of the past four years are the highest on record. Already today, sea levels are rising, and weather conditions are becoming increasingly extreme with significant costs to nature, humans, and the economy.

Approx 75% of global carbon emissions come from the use of fossil-based energy. This energy is used for power, heat,

industrial processes, and for transportation. The remaining 25% of global emissions come from agriculture, forestry, and other land use.

Staying below 1.5°C

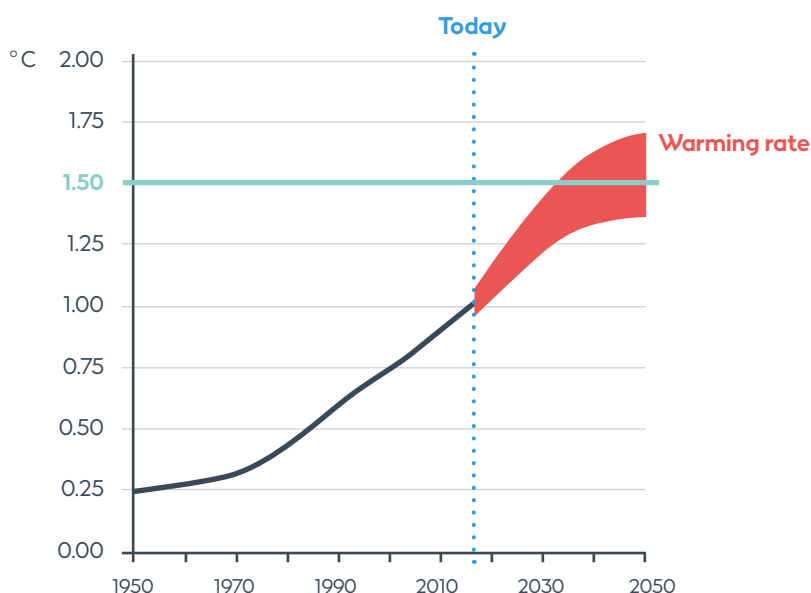
The 2015 Paris Agreement set out to keep temperature increases well below 2°C above pre-industrial levels and preferably below 1.5°C. In 2018, the Intergovernmental Panel on Climate Change (IPCC) clearly laid out the case for keeping global

warming at a maximum of 1.5°C to avoid substantially exacerbating the damaging effects of climate change.

According to the IPCC, staying below 1.5°C of warming is better because the consequences of a 2°C temperature rise are significantly more uncertain. Temperature increases above 2°C could trigger natural processes such as thawing of permafrost that releases methane gas, contraction of the snow cover that reflects heat from the sun, and reduction of the sea's ability to absorb carbon.

According to the IPCC, this would result in significantly warmer temperatures and catastrophic consequences for life on Earth.

Global temperature increase



Source: IPCC

The concentration of greenhouse gases in the atmosphere has never been higher. After a short period of stagnation, emissions from the use of all types of fossil fuels rose by 1.6% in 2017 and are set to rise by 2.7% in 2018. Scientists estimate that current global emission levels put us on a path towards temperature rises of more than 3°C by 2100. This is clearly not a sustainable trajectory. As a global society, we are not doing what science tells us to do.

At the current emissions trajectory, overshooting the 1.5°C pathway could happen already in 2030. To keep the warming around 1.5°C, global emissions would need to fall by 55% by 2030, compared to current emission levels, and reach net zero around 2050. Such reductions in global carbon emissions will require profound and unprecedented action by all nations around the world.

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Societal impact from our wind farms

At Ørsted, we have a vision of a world that runs entirely on green energy. As one of the world's largest green energy developers, sustainability is deeply rooted in what we do and who we are as a company.

In this report, you can read about our work with sustainability and how we contribute to the UN's Sustainable Development Goals.

Our main contributions to the SDGs

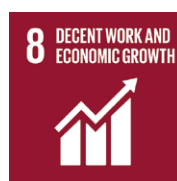
Adopted by all United Nations Member States in 2015, the 17 Sustainable Development Goals (SDGs) constitute the most pressing economic, social and environmental challenges that the world needs to solve. At Ørsted, we particularly focus on advancing two of the SDGs, namely 7 (clean and affordable energy) and 13 (fighting climate change), and by consequence, we also contribute significantly to SDG 8 (economic growth).



SDG 7 aims to ensure access to clean and affordable energy for all. Today, 81% of global energy consumption is based on fossil fuels. To achieve the goal, societies need to accelerate the transformation of our energy systems from black to green.

How we contribute

- In 2018, 75% of our energy generation was green. By 2025, we target 99%.
- Our offshore wind farms can generate enough green energy to power more than 12 million people. By 2025, we aim to install enough capacity to power more than 30 million people.
- By 2030, we have a target of more than 30GW of green energy generation capacity that comprises on- and offshore wind, solar PV and biomass-fired power stations. This is enough to power more than 50 million people.



SDG 8 aims to promote sustainable economic growth and decent work for all. Converting the world's energy systems from black to green requires significant investments that create economic growth and employment.

How we contribute

- In the past ten years, we have invested DKK 165 billion in green energy with our partners. Towards 2025, we expect to invest additional DKK 200 billion in green energy.
- The offshore wind farms we have installed together with the offshore wind farms we have under construction create 180,000 job years in their lifetimes.

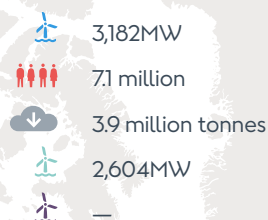


SDG 13 calls for urgent action to fight climate change and its impacts. Since fossil-based energy use accounts for approx 75% of global carbon emissions, creating a world on green energy will be necessary to limit climate change.

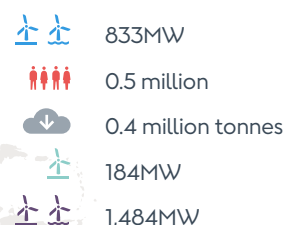
How we contribute

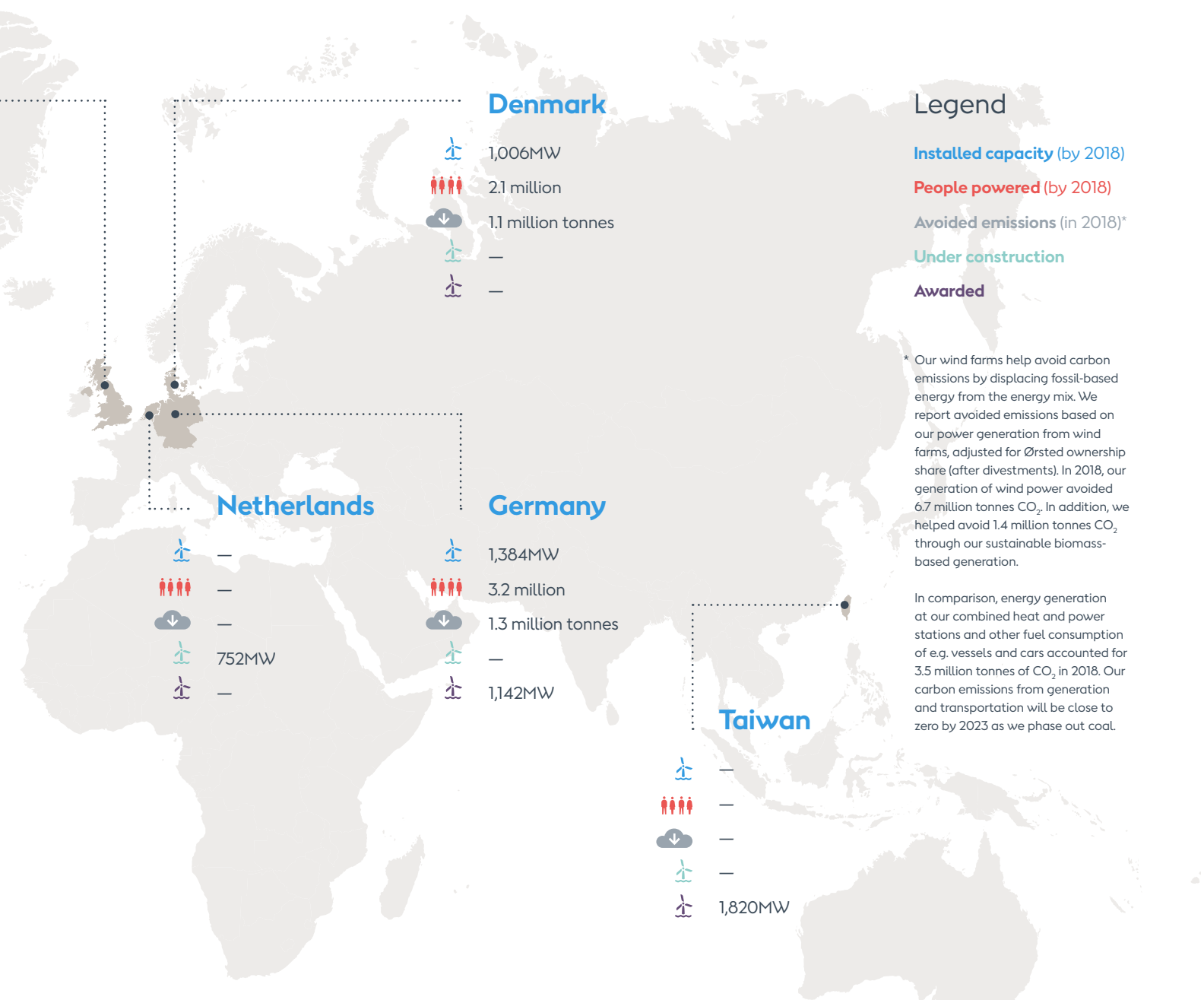
- We have reduced the carbon intensity of our energy generation by 72% compared to 2006, aiming for a 98% reduction by 2025.
- Since 2006, power from our offshore wind farms has helped avoid emissions of more than 31 million tonnes of CO₂, equal to taking all approx 16 million cars in Los Angeles, New York, and San Francisco off the street for a year.

UK



US





A world that runs entirely on green energy starts with ourselves

Entirely green	Ørsted's targets	Ørsted's current performance
100% Green energy share	≥99% by 2025	75%
100% Carbon reduction* (g CO ₂ e/kWh)	≥98% by 2025	72%
100% Coal reduction*	100% by 2023	81%
100% Certified sustainable biomass	100% by 2020	83%
100% Share of own power consumption covered by green energy	100% from 2018	100%

* Compared to 2006

"

To limit climate change and to power the world sustainably, we must drastically accelerate the transformation of the world's energy systems from black to green.



CEO statement

Climate change is the defining challenge of our time. Scientific reports published in 2018 demonstrate that the world should aim for no more than a 1.5°C temperature increase to limit the most damaging effects from climate change. However, the world is currently on a path towards a more than 3°C temperature rise.

Now is the time to take bold action to avoid irreversible changes to global ecosystems. At Ørsted, we commit to reducing our carbon emissions in line with the scientific recommendation to limit global temperature increases to no more than 1.5°C above pre-industrial levels.

Our dependence on fossil fuels is the biggest cause of climate change. The modern world was built on fossil fuels, which still today make up more than 80% of global energy consumption. To limit climate change and to power the world sustainably, we must drastically accelerate the transformation of the world's energy systems from black to green.

At Ørsted, our vision is a world that runs entirely on green energy, and we have been and still are on a radical decarbonisation journey ourselves. At the end of 2018, 75% of our energy generation was green, and we will continue to drive out fossil-based energy generation towards our target of 99% green energy by 2025, making our generation of heat and power essentially carbon-free. Since 2006, we have reduced the carbon intensity of our energy generation by 72%.

A world fully powered by green energy is not only necessary to avoid irreversible change to our planet Earth, it is also possible. Today, green energy is the economic choice, as life-time costs of new renewable energy generation is lower than those of new-built coal, gas and nuclear plants. For offshore wind alone, the cost in Europe

has dropped by 60% since 2014. And with the global build-out rate of offshore wind expected to further accelerate in the years to come, the decline in cost is expected to continue so that offshore wind will continue to outcompete fossil fuels across the globe.

In 2018, Ørsted continued to strengthen its offshore wind platform. We were awarded new projects in Germany without subsidies, and we increased our geographic footprint by acquiring the leading US offshore wind developer, Deepwater Wind.

We also expanded our portfolio of green energy technologies by entering the onshore wind and solar markets. We acquired a leading US onshore wind business, Lincoln Clean Energy, and commissioned our first large-scale energy storage project near Liverpool, UK.

The transformation to green energy requires substantial investment. Over the past decade, we have invested approx DKK 165 billion in green energy together with partners, and in the years to come, we plan to substantially increase our annual investments. By 2030, our ambition is to have installed more than 30GW of renewable energy capacity, enough to power more than 50 million people across the world.

We want Ørsted to be a company where people are safe at work, and where they thrive professionally and personally. In 2018, we achieved a new record-low level of safety incidents at work, and we took important steps to strengthen our commitment to diversity and inclusion. We initiated the 'Female Spotlight' talent programme to further encourage our talented women to pursue a career in senior management, and we signed the UN LGBTI Standards of Conduct to reaffirm our commitment to be a

company where everyone is acknowledged for who they are, regardless of sexual orientation or other personal characteristics.

The UN Sustainable Development Goals express the greatest challenges that the world must solve towards 2030, and climate change is among the biggest. In Ørsted, we commit to creating tangible progress to help achieve the Sustainable Development Goals. We do so by taking active part in transforming the global energy systems from black to green.

As an active participant of the UN Global Compact, we will also continue to promote the ten principles on human and labour rights, the environment, and anti-corruption. In this report, you can read about how we work with sustainability and our contribution to the UN Sustainable Development Goals. In our ESG performance report, you will find our detailed reporting of sustainability data.



Henrik Poulsen
CEO, Ørsted

Our sustainability strategy

Our common home, planet Earth, is a beautiful place full of stunning nature, fascinating creatures, and people of all kinds. But our home is under pressure. The United Nations have defined our greatest social, environmental, economic, and institutional challenges towards 2030 in the Sustainable Development Goals (SDGs). With our vision of a world that runs entirely on green energy and through our sustainability programmes, we want to inspire and take real action to help meet the SDGs and make the planet a better, cleaner and more prosperous home for everybody.

The Sustainable Development Goals constitute an ambitious plan to make the planet a better home for nature, wildlife and the people who inhabit it. With a starting point in our vision of a world that runs entirely on green energy and our commitments to the UN SDGs and Global Compact principles, we want to make a positive contribution to the SDGs, while at the same time minimising potential negative impacts. Our sustainability strategy sets the direction for how we take action on our commitment.

Our sustainability strategy builds on the societal challenges that we and our stakeholders believe are most material to our business. Annually, we make an assessment to determine the societal challenges most material to us and to identify new or changing sustainability frameworks and requirements that our stakeholders expect us to implement.

We address the material societal challenges that we identify through sustainability programmes, which all have actions, policies, procedures, performance indicators, and targets, where relevant. All programmes are owned by a member of our senior management.

Addressing societal challenges through sustainability programmes

To address our material societal challenges in 2019, we structure our work in 20 sustainability programmes. We divide our programmes into three overarching priorities that also structure this report:

- Pursuing a world that runs entirely on green energy
- Enabling sustainable growth
- Ensuring business integrity

On the following page, you can find an overview presenting the three priorities with societal challenges on the left side of each column and the corresponding programmes on the right. Read more about how we identify societal challenges and build sustainability programmes on pages 39-41 in this report.

The most significant change in 2018 is that we have strengthened our programme 'Green leadership' that addresses the 'Climate action' theme. Previously, the programme had a sole focus on reducing carbon emissions in our energy generation. But with the growing urgency of climate action, expectations of the private sector are increasing.

We have strengthened our 'Green leadership' programme by adding three new components. Firstly, we align our practices and reporting with the recommendations from the Task-force on Climate-related Financial Disclosures (TCFD) that promote integration of climate risks into business strategy and disclosure.

Secondly, we have implemented climate-related performance indicators in the incentive programmes of our Group Executive Board. The indicators focus on the green energy share of our generation and our carbon emission reductions. Previously, climate-related indicators were only rewarded indirectly through green energy build-out targets.

Thirdly, we have strengthened our efforts to increase awareness of climate change, especially among the younger generations to help them advocate for a cleaner and better future. We do this together with our

partners in WWF (World Wide Fund for Nature, Denmark).

With our vision of a world that runs entirely on green energy and our commitment to the UN Sustainable Development Goals, we have given a promise to our stakeholders that we want to be among the global leaders when it comes to sustainability. Our sustainability programmes help us to continuously advance our sustainability agenda and to work productively to meet the expectations of our stakeholders, and the programmes are a collaborative effort that unites our entire organisation. An overview of our 20 sustainability programmes can be found in the relevant chapters of this report.

Reporting on our contribution to the Sustainable Development Goals

The UN Sustainable Development Goals constitute the 17 most pressing economic, social and environmental challenges that the world needs to solve by 2030.

Seen from a business perspective, the goals also constitute vast business opportunities. The magnitude and complexity of the challenges posed by the SDGs means that public policy and private sector initiative must go hand-in-hand to drive the scalable, affordable, and sustainable solutions that are needed to achieve the goals.

Our sustainability programmes help us advance and measure Ørsted's positive and negative potential impacts on the SDGs. 15 out of our 20 sustainability programmes contribute directly to the SDGs. In our previous sustainability reports, the assessment

Our three sustainability priorities



A world that runs entirely on green energy

Our priority

By pursuing 'A world that runs entirely on green energy', we address societal challenges for which Ørsted can provide market-scale solutions in a manner that creates value for society and our business at the same time.

Societal challenges

Climate action
Green energy deployment
Green energy integration and flexibility

Sustainability programmes

1. Green leadership
2. Deployment of offshore wind
3. Greener power stations
4. Integration of green energy



Enabling sustainable growth

Our priority

Through 'Enabling sustainable growth', we address the social and environmental impacts of our operations and business relations to enable growth of our business in a sustainable manner.

Societal challenges

Biomass sustainability
Community impact and local content
Biodiversity impact
Talent development
Diversity and equal opportunity
Energy efficiency
Waste management

Sustainability programmes

5. Sourcing of certified biomass
6. Local communities
7. Protecting biodiversity
8. Employee development
9. Employee satisfaction
10. Employee diversity and inclusion
11. Energy savings
12. Resource management



Business integrity

Our priority

Through 'Business integrity', we seek to conduct our business with transparency and accountability, respecting labour and human rights.

Societal challenges

Safety and well-being
Business ethics
Value-chain impacts and business partner conduct
Information security and cyberattacks
Customer satisfaction
Responsible tax
Data privacy

Sustainability programmes

13. Workplace safety
14. Employee health and well-being
15. Good business conduct
16. Responsible business partner programme
17. Information and cyber security
18. Customer experience
19. Responsible tax practices
20. Personal data protection

of our SDG contribution was made on an internal and qualitative basis. In 2018, we took part in a pilot project by Trucost that sought to quantify SDG impact in a way that encourages benchmarking between companies.

The Trucost analysis reaffirms that the vast majority of our profits are generated by SDG-related activities, especially offshore wind.

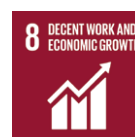
Building on the Trucost analysis, we distinguish between our sustainability programmes that make a positive contribution to the SDGs and programmes that minimise potential negative impacts on the SDGs for the first time in our reporting.

Our main positive SDG contribution is connected to our core business activities that increase the share of green energy in the global energy mix (SDG 7) and help tackle climate change (SDG 13). As a consequence of our investments in green energy, we also contribute substantially to economic growth (SDG 8).

Programmes that minimise potential negative impacts on the achievement of the SDGs focus on growing our green energy portfolio in a sustainable way and ensuring business integrity. The programmes include e.g. sustainability of biomass (SDG 15 on promoting sustainable forest management)

and biodiversity (SDG 14 on protecting marine and coastal ecosystems).

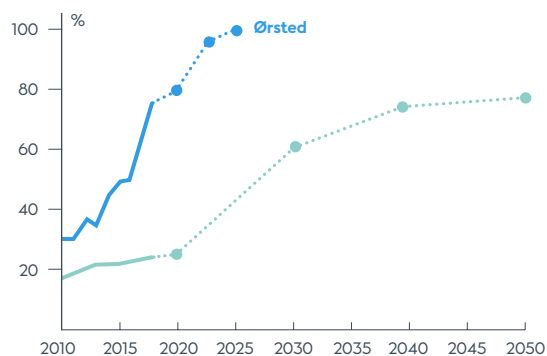
We continue to detail which specific underlying targets we work with under each programme. In our programme status on pages 43-44, you can find our more detailed reporting on the SDGs.





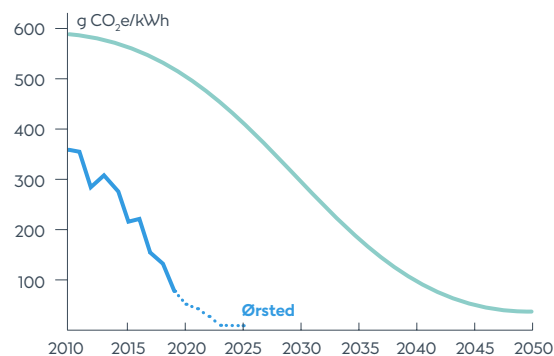
Green Leadership

Green energy share



- Ørsted's targets for green energy share
- IPCC's recommended targets for a 1.5°C pathway

Carbon intensity of power and heat generation



- Ørsted's carbon intensity of energy generation
- The International Energy Agency's 2°C scenario for greenhouse gas reductions

* IPCC concludes that a rapid build-out of renewable energy before 2030 makes it possible to limit global warming to 1.5°C without any reliance on carbon capture and storage (CCS). In this scenario, nuclear energy continues to constitute a significant part of the global energy mix towards 2050.

Pursuing a greener and more prosperous world

A world that runs entirely on green energy will be among the key battles that need to be won in the global fight against climate change and its many potential devastating effects. Creating a world on green energy will fuel the green economy, increase energy independence and access to energy across the globe. We have many of the solutions to get there. But we need to radically accelerate the transformation of the world's energy systems.

The green energy transformation is not happening nearly fast enough. Today, only 12% of global energy consumption comes from renewables, according to the International Energy Agency. Staying below a 1.5°C increase in global warming requires an almost completely decarbonised energy consumption, which today is the cause of approx 75% of global carbon emissions.

For the energy sector, this means that the renewable share of global power generation must increase from 24% in 2018 to 60% by 2030, according to the IPCC. This must rise to 70-85% by 2050. Also, we need to phase out coal by 2050.

Wind and solar will play a key role in a green energy system. The deployment of these technologies at scale has brought down the cost for new-built capacity to a level which in many markets is below the cost of new-built fossil fuel and nuclear

capacity. This is a game changer that will be a key driver in the global green energy revolution.

The benefits of a green world are many

There are many benefits from creating a world that runs entirely on green energy. It stimulates economic growth not just in the energy sector but also in other sectors. Increased low-carbon employment is projected to lead to an overall net gain of 37 million jobs globally by 2030, according to the 2018 New Climate Economy report by The Global Commission on the Economy and Climate.

A world on green energy will spur social development where it is needed the most. The almost one billion people who do not have access to electricity today would be able to enjoy the advantages of light at the flick of a switch, refrigerated food, and heating or cooling. It will help clean up the planet with significant health benefits. According to the International Renewable Energy Agency, it is estimated that we can save up to four million lives per year if we double the share of renewables by 2030 in comparison with today.

Taking leadership on green energy

We want to help create a world that runs entirely on green energy by transforming the global energy systems from black to green. A decade ago, we set out to first transform ourselves.

Since then, we have been on a massive journey to transform from an energy company based on fossil fuels to a global leader in renewable energy. Today, 75% of our energy generation is green and in 2025, we aim to reach 99%. By then, we will generate enough green energy to power more than 30 million people world-

wide. Consequently, we will have reduced our carbon intensity by 98% in comparison with 2006, making us essentially carbon-free in our energy generation.

We have a carbon emissions reduction target that puts us 27 years ahead of the necessary reduction trajectory of the energy sector. The trajectory is determined by the 2°C temperature rise scenario, established by leading climate scientists in the Science-Based Target initiative and the International Energy Agency. There is currently no trajectory determined for a 1.5°C scenario, but it is clear that our current target will continue to be well within the limits for the energy sector to stay below 1.5°C.

Through the following four programmes at the core of our business, we help create a world that runs entirely on green energy:

1. Green leadership

We increase our share of green energy generation to reduce our carbon emissions, we align with international frameworks on climate, and we run awareness-raising initiatives on climate among youths.

2. Deployment of wind power

We deploy onshore and offshore wind farms as one of the world's largest green energy developers.

3. Greener power stations

We convert our coal- and gas-fired power stations to sustainable biomass.

4. Integration of green energy

We deploy new technologies and optimise our solutions to help balance variable energy generation and consumption.

See programme descriptions in pages 19-20.



Accelerating the global green energy transformation

At Ørsted, we want to help accelerate the transformation away from fossil fuels to green energy. In 2018, we have increased our build-out targets for offshore wind to 15GW by 2025, enough to power more than 30 million people. We have strengthened our presence in the US, where states on the East Coast have set ambitious new green energy targets.

The world needs to urgently transform from black to green energy. We want to help accelerate this transformation and realise the global potential of green energy.

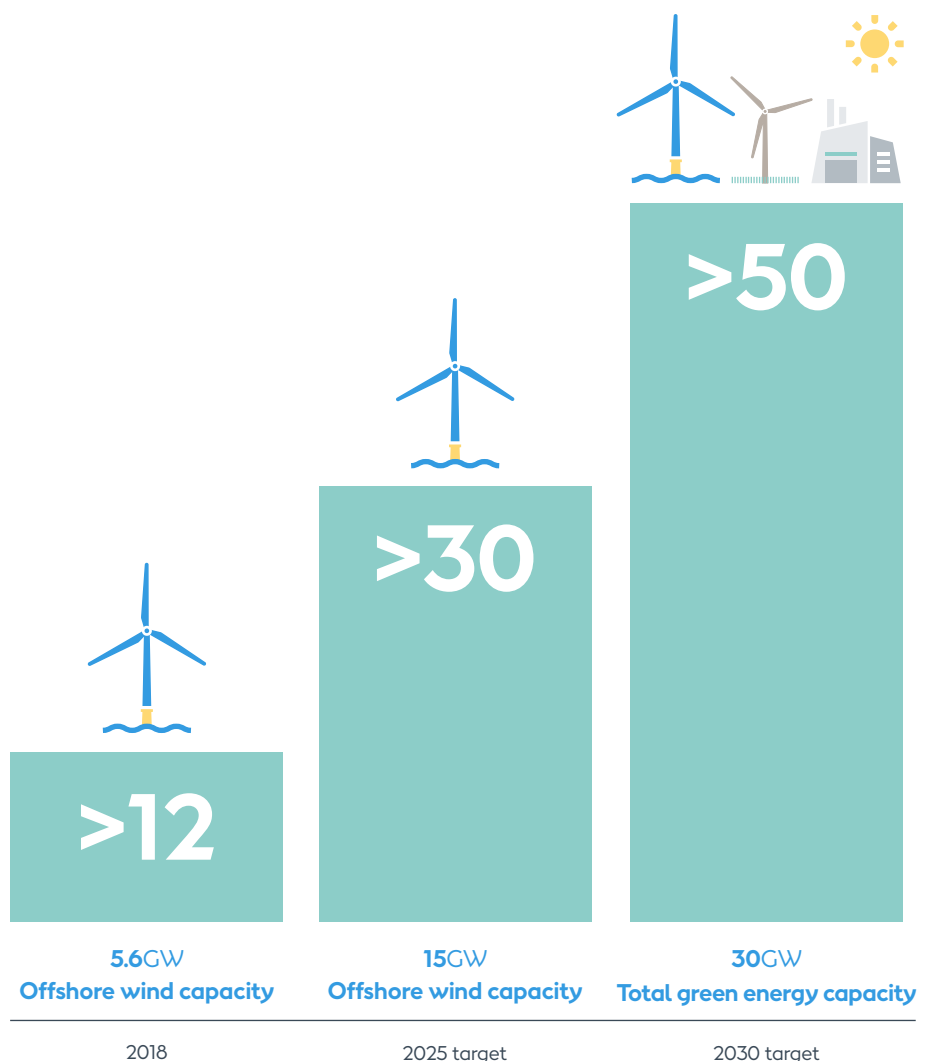
In 2018, we set new targets for our green energy build-out that continues at an increasing pace. By 2025, we target 15GW of installed offshore wind, which is enough to power more than 30 million people. This is an increase on our previous target of 11-12GW.

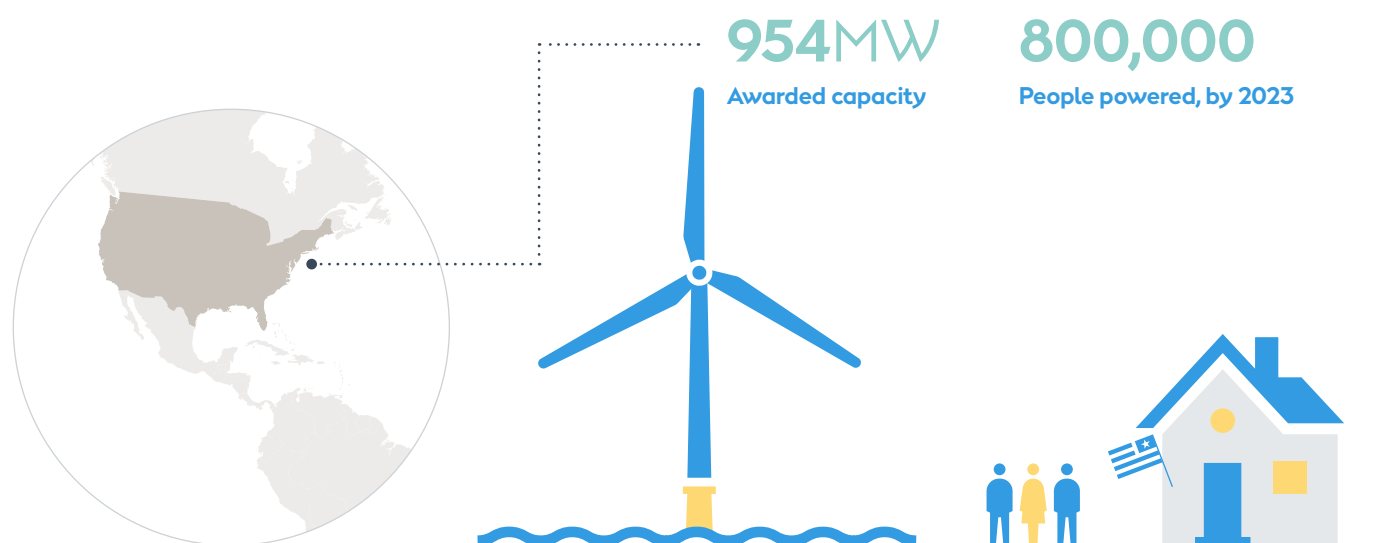
We also expanded the scope of our green energy solutions to include onshore wind, solar and storage. As a result, we have set a target for 2030 that comprises all our green energy-generating assets, namely offshore wind, onshore wind, solar PV, and biomass-fired power stations. Our target is 30GW, which is enough to power more than 50 million people.

Realising our green energy targets depends on our ability to bring offshore wind to global markets. Offshore wind is the fastest growing energy technology globally today. Now, countries outside Europe see an opportunity to make offshore wind a key technology in the transformation of their energy systems from black to green. This will reduce their dependence on fossil fuels and benefit the climate.

Bringing offshore wind to new markets poses new challenges. Among the most important is the establishment of an offshore wind supply chain in a short space of time. This is the case in the United States, for instance.

People powered with green energy (million)





Helping bring offshore wind to the US

In the US, most of the energy generation comes from fossil fuels. But highly populated states on the US East Coast, such as Massachusetts, New Jersey, and New York, are shifting away from fossil fuels by setting ambitious renewable energy targets.

Offshore wind can help meet these goals. The East Coast has favourable wind conditions and water depths, making offshore wind a particularly ideal technology to deploy. We want to help the East Coast states meet their targets.

We have been in the US since 2015 and in 2018, we further strengthened our US activities. By acquiring Deepwater Wind, we have created a leading US offshore wind platform.

Deepwater Wind has a promising portfolio of projects along the US East Coast. The company developed the Block Island wind farm, the first and, so far, only operational offshore wind farm in the US. With Deepwater Wind, we have secured the rights to build 954MW offshore wind across projects on the US East Coast by 2023 – enough to provide power to 800,000 people. By merging Deepwater Wind's development portfolio with Ørsted's existing portfolio, we now have the potential to build over 7GW of offshore wind across seven states on the

US East Coast. These states have already committed to build in total more than 10GW of offshore wind capacity by 2030. This is an ambitious target that we want to help the states meet.

Unleashing the offshore wind potential in the US

Building offshore wind in untested markets poses a number of challenges for us, including how to help establish local supply chains, support training of skilled labour to work on our offshore wind projects, and promote friendly cohabitation with fishing and local communities that depend on the sea for their livelihoods.

We rely on skilled labour to construct and operate our wind farms, but today very few people outside Europe have experience working with offshore wind farms. To help build expertise and develop training courses for offshore wind, we have established memoranda of understanding with universities and technical colleges in the states where we are active, and we are committed to working with these organisations to develop vocational training programmes.

For many states, offshore wind is not just a source of green energy, it also translates into jobs and economic growth. And as large infrastructure projects, they require a network of

domestic suppliers and specialised marine transport, supporting jobs in ports and manufacturing.

Many fishermen are active in and around the sites that have been designated for offshore wind. It is essential that our offshore wind farms do not impact the livelihood of the fishermen and that we can have a good mutual understanding.

As the first offshore wind company, we have partnered with The Responsible Offshore Development Alliance (RODA). The aim of our partnership is to improve communication with the commercial fishing industry. Through a joint industry task force, we explore improved approaches to project siting, design and operations. We also have fishermen onboard survey vessels when we do site investigations, so they can serve as a liaison between the fishing industry and our surveying activities.

The US has great potential in offshore wind as well as a strong manufacturing history and a well-established labour base. We want to help unlock this potential and make offshore wind an important part of the nation's diverse and flexible energy portfolio.



Our investments in green energy bring tangible benefits to society

Accelerating the transformation from black to green energy requires significant investments, and the investments bring tangible value to the societies that benefit from them. At Ørsted, our investments have helped power millions of people with green energy, fight climate change by displacing energy derived from fossil fuels with green energy, and boost economic growth and job creation.

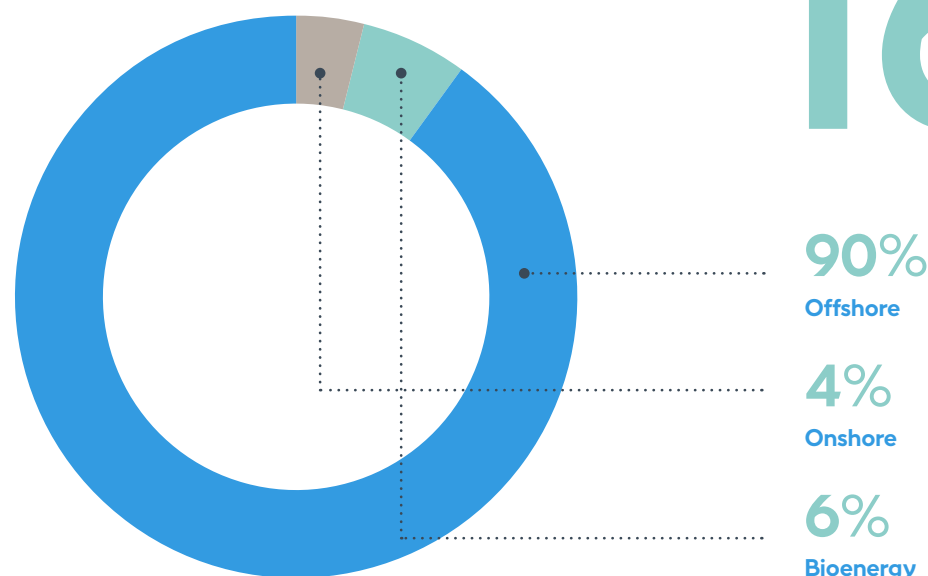
Since our first offshore wind farm was inaugurated in 1991, we have built 29 wind farms with a total capacity of more than 5.6GW. We have three large offshore wind farms under construction, which will add another 3.4GW of installed capacity to our portfolio. Each wind farm we build is a step in transforming our societies to run on green energy.

Over the past decade, we and our partners have invested approx DKK 165 billion in green energy. 90% of these investments have gone into offshore wind, but we have also invested large amounts in phasing out coal from our power stations by converting them to sustainable biomass.

Towards 2025, we expect to invest up

to DKK 200 billion in green energy. As the global leader in offshore wind, we will continue to invest 75-85% in building more green energy from offshore wind. But we also aim to spend 15-20% of our investments on realising the potential of our new onshore business. Finally, we aim to spend up to 5% on our Customer Solutions and Bioenergy businesses.

Our green energy investments 2009–2018



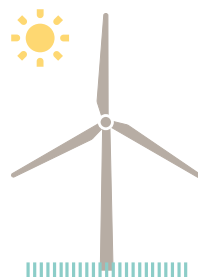
DKK
165 billion



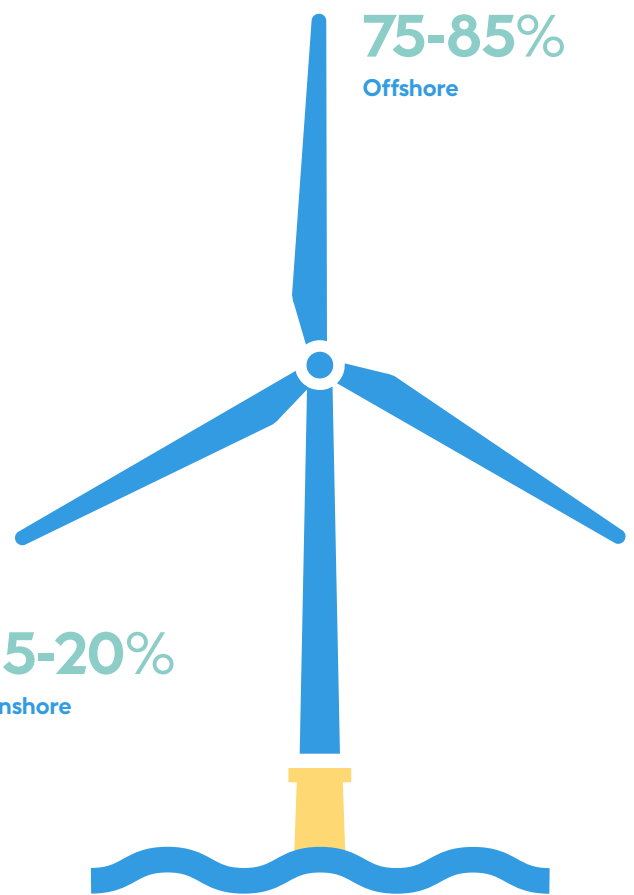
Our green energy investment programme 2019–2025

DKK
200 billion

0-5%
Bioenergy and Customer Solutions



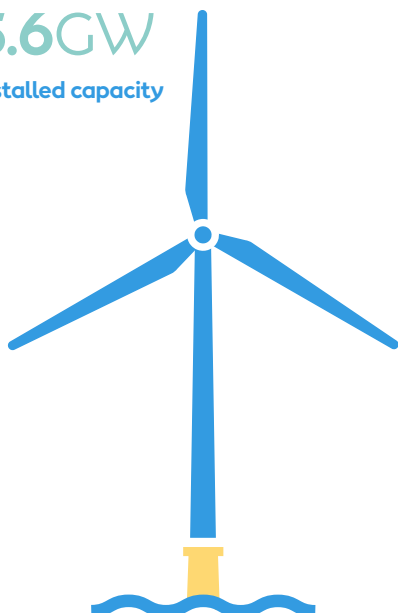
15-20%
Onshore



75-85%
Offshore

Offshore wind helps avoid carbon emissions

5.6GW
Installed capacity



The offshore wind farms we have built can provide green power to people whose energy use has previously been based on coal or natural gas. The green energy we provide displaces the carbon emissions that would have come from

6.3 million tonnes
Avoided CO₂ emissions



conventional fossil-based energy generation. Annually, generation of power from our offshore wind farms help avoid the emission of 6.3 million tonnes of CO₂, equal to taking more than three million cars off the streets every year.

>3 million
Cars



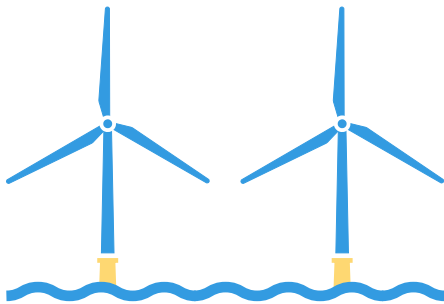
* In our ESG performance report 2018, page 17, we elaborate on the methodology for calculating avoided emissions. Please read more in the section 'Accounting policies'.



Creating socio-economic impact from offshore wind

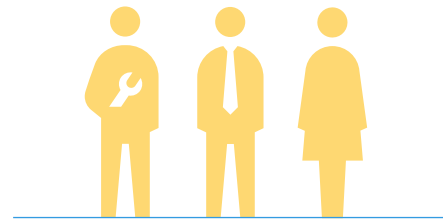
9GW

Offshore wind capacity
installed and under construction



180,000

Job years
created



Our investments in wind farms bring thousands of new job opportunities in our value and supply chain to the benefit of countries and local communities.

In addition to building green energy, politicians, regulators and other stakeholders expect us to create local jobs and economic growth. A good case is in the UK, where we have built 3.2GW of offshore wind capacity, making the country our largest market. Here, we have helped take advantage of the favourable wind and seabed conditions and built the world's largest offshore wind farms off the east and west coasts of the country.

The Humber region in the eastern UK is a great example of the impact that the offshore wind industry can have on local communities. The region has become one of the most important global hubs for offshore wind. In 2016, one of our largest suppliers, Siemens Gamesa Renewable Energy, invested approx DKK 1.4 billion to open a large wind turbine blade factory here. The combined investments in the factory and extension of a dock in the harbour of the city of Hull are estimated by Siemens Gamesa to create up to 1,000 jobs, with additional jobs during construction and in the supply chain. In just a few years, our offshore wind activities in the region

have contributed to the regeneration of the Humber region, leading to several positive economic impacts, such as more jobs, higher salaries, and local economic growth.

A wind farm is a complex engineering project. It requires labour during the labour-intensive construction and installation of the wind farm, operation and maintenance, and decommissioning, as well as in the supply chain manufacturing its components. Based on the International Renewable Energy Agency's (IRENA) method, we have estimated the job creation from our own and joint partner investments in offshore wind. Our analysis shows that the offshore wind farms

we have installed in combination with the offshore wind farms we have under construction create 180,000 job years in their lifetimes. This job effect corresponds to employing more than 21% of the population of Amsterdam for a year or ensuring 5,000 average European citizens life-long employment.

Our analysis only covers jobs directly associated with construction, operation and maintenance, and decommissioning of our offshore wind farms. The job benefits from our wind farms go beyond creating jobs in the wind industry. Every wind farm we build supports several thousand jobs in local communities. The jobs are typically in hotels, restaurants and other services.

Case: the Humber region

One of our UK operations and maintenance bases is in the Humber region, where one of our largest suppliers, Siemens Gamesa, has opened a blade production facility. Our offshore wind activities have contributed to economic growth in the region.







Waste is a resource for green energy

Increasing waste levels is a major global challenge. At Ørsted, we see waste as a valuable resource where the organic content can be turned into biogas, which is a green alternative to natural gas. We invest in developing waste solutions that can help utilise the many resources that waste has.

Global waste levels are increasing and are expected to reach 2.59 billion tonnes in 2030, up 29% from 2016 which is the latest publicly available data. Today, merely 19% of all waste is recycled or composted. The rest is incinerated (11%), sent to landfills (37%) or openly dumped (33%).

With increasing waste levels also come increasing carbon emissions from incineration and methane emissions from the decay of organic waste. In total, solid waste is estimated to account for about 5% of global greenhouse gas emissions.

Insufficient waste management is a missed opportunity to extract materials and energy from the valuable resources in waste. At Ørsted, we see waste from households and industrial production as an important resource.

Partnering with industry leaders to fuel a circular economy

Industrial production accounts for about 21% of global waste. To dump or dispose the waste in landfills is – frankly – a waste. There is an apparent and growing challenge in making the best use of waste. This

challenge requires companies across industries to work together and find solutions to reduce their environmental footprint. At Ørsted, we see great value in supporting these collaborative partnerships, and we are pleased to join forces with other corporate leaders.

Inaugurated in 2018, the Kalundborg industrial biogas plant in Denmark is our first co-owned industrial waste plant. 'Kalundborg Bioenergi' handles industrial waste from two large corporate partners, Novo Nordisk and Novozymes. The plant can

'Kalundborg Bioenergi' converts industrial waste to biogas





Converting household waste with Renescience, Northwich (UK)

The plant is expected to have the potential to treat waste from

110,000

UK households (annually)

The produced biogas has the potential to generate electricity for

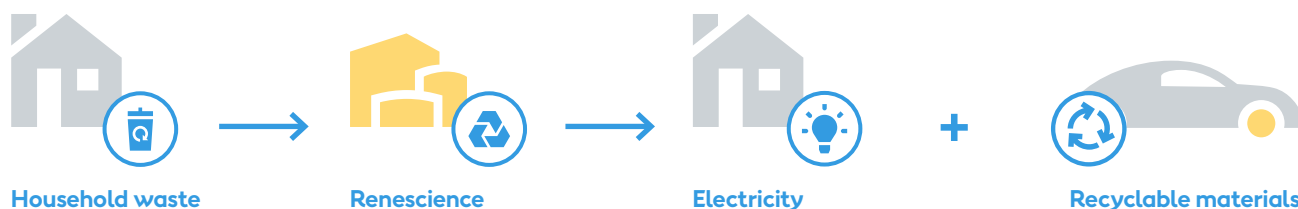
9,500

Households (annually)

The processed recyclable material can potentially enable recovery of enough metals to produce

3,700

Cars (annually)



annually process 300,000 tonnes of waste from insulin and enzyme production and produce enough biogas to cover the gas consumption of 5,000 households.

The plant converts residual waste from insulin and enzyme production to biogas, which is sent into the gas grid, replacing natural gas. The remaining nutrients from the conversion process is regenerated into fertiliser for farmland.

'Kalundborg Bioenergi' is a recent example of how businesses can work together to find innovative ways of solving environmental challenges. The process of turning waste into biogas and using the residuals as fertiliser in farmland (thus replacing artificial fertiliser) makes our biogas plant a contributor to a circular economy. The solution is scalable and a good fit for companies and countries dealing with significant industrial biowaste that is not being put to use.

Making energy of household waste with Renescience

The concept behind our waste treatment technology, Renescience, is to prevent household waste from going to landfills. Renescience has the potential to convert household waste into biogas and recyclable materials, such as metals and plastics, through enzyme treatment and mechanical sorting.

We are constructing a full-scale plant based on the Renescience technology in Northwich, UK. Once operational, it has the potential to treat 120,000 tonnes of waste annually, equal to the waste from approx 110,000 UK households. Metals and plastics are sold for recycling, and the generated biogas can be used either as a substitute for natural gas to generate green power or as transport fuel. The produced biogas will generate 5MW electricity, enough to power up to 9,500 households, and the processed recyclable

material will enable recovery of enough metals to produce 3,700 cars every year.

We expect the Northwich plant to be commissioned during first half of 2019, which is a significant delay compared to our initial expectations. The plant has confirmed that the core enzymatic sorting process in large scale works as expected, but we have had to undertake a programme to enhance flexibility and redundancy in the sorting hall. We are currently finalising the optimisation of the plant's mechanical operations.



Programme overview

1. Green leadership

2. Deployment of wind power

Societal challenge

Climate action

Overshooting 1.5°C can happen as early as 2030, and awareness and behavioural changes at every level of society will be needed to limit climate change. Within this context, corporate action to halt emissions is imperative. Demonstrating resiliency towards potentially irreversible effects of climate change is also becoming more important.

Green energy deployment

Global energy demand grew above its 10-year average in 2017 and is expected to grow 30% by 2040. The world's energy generation from renewables has never been higher than today, but the world's fossil fuel generation also remains high. We need to accelerate the deployment of scalable, reliable, and affordable green energy.

Our approach

We take action by increasing the green share of our energy generation, reducing our carbon emissions 27 years faster than science demands, working to disclose climate-related risks and opportunities, and by contributing to awareness-raising on climate change.

We aim to grow deployment of offshore wind in Europe, US and Asia Pacific, and onshore wind in US. We want to ensure an active footprint in development, construction, operation and ownership of wind farms.

Our progress

- We have raised our target for the green share of our energy generation to reach 99% by 2025. In 2018, we reached 75%.
- We have reduced the carbon intensity of our generation by 72% since 2006, and aim to reach a 98% reduction by 2025.
- We have begun implementing the Task Force on Climate-related Financial Disclosure (TCFD) guidelines to further improve our disclosure of climate-related risks and opportunities. See our annual report.
- In partnership with WWF Denmark, we held a Climate Safari in Denmark, the first of several initiatives to raise climate awareness among youths.
- We have incorporated climate performance KPIs in the compensation schemes of our Executive Board.

- We have raised our target for deployment of offshore wind by 2025 to 15GW.
- In 2018, we commissioned three new offshore wind farms, Race Bank, Walney Extension and Borkum Riffgrund 2.
- We will help provide green energy from offshore and onshore wind to the US through the acquisitions of Deepwater Wind and Lincoln Clean Energy (LCE).
- We are also increasing our capacity in Europe. In 2018, we were awarded the rights to build 1.1GW in Germany.
- In Taiwan, we have been awarded 1.8GW during 2018, but due to uncertainties about the power purchasing agreement, we have decided to pause and revisit all our Taiwanese project activities.

Our governance

Accountability lies with our CEO.

Accountability lies with the EVPs of Offshore and Onshore respectively.

International frameworks of reference

- Paris Agreement
- Greenhouse Gas Protocol & Science-Based Target Initiative
- TCFD Guidelines

- Paris Agreement

Actions to become future-fit

Develop programme to address carbon emissions across our value chain.

Perform life-cycle assessment to support management, mitigation, and disclosure of environmental risks across value chain.

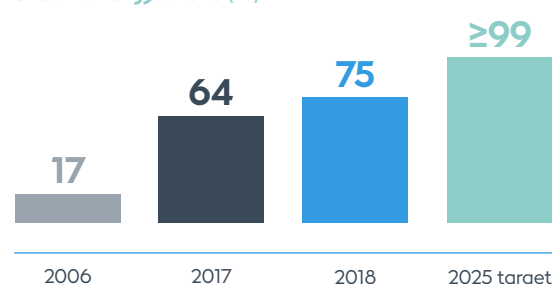
SDG contribution

We contribute to SDG 13 by taking action to fight climate change.

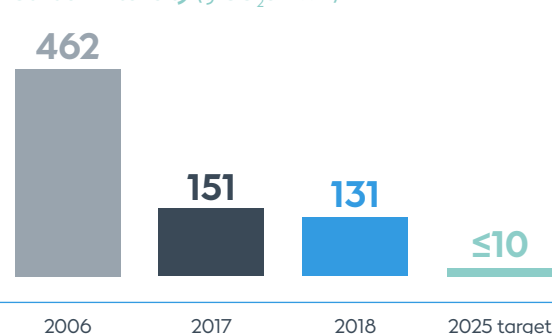
We contribute to increasing the share of renewable energy in the global energy mix in line with SDG 7.2.

Indicators and targets

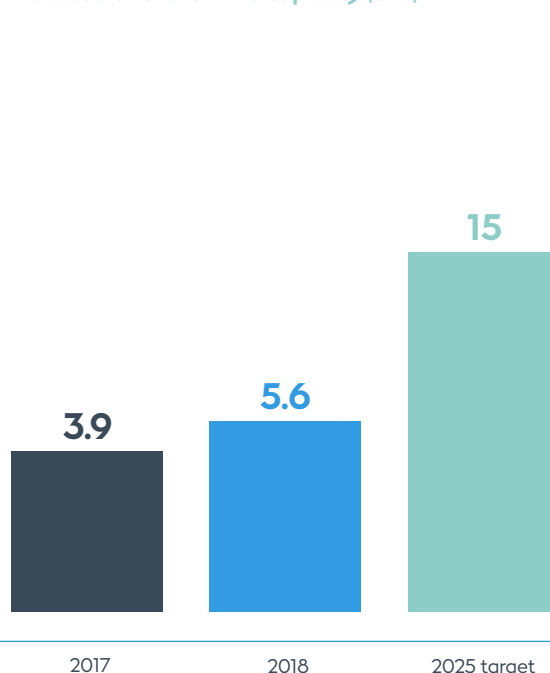
Green energy share (%)



Carbon intensity (g CO₂e/kWh)



Installed offshore wind capacity (GW)





Programme overview

3. Greener power stations

4. Integration of green energy

Societal challenge

Green energy deployment

Coal is the most carbon-emitting fossil fuel, and after two years of decline, global consumption has increased again. The use of coal must be stopped to effectively limit climate change.

Green energy integration and flexibility

A world that runs entirely on green energy will rely on a power grid that can balance fluctuating energy generation and consumption patterns. Battery storage and integrated green solutions can help balance supply and demand.

Our approach

We phase out the use of coal in our operations through conversion of our combined heat and power (CHP) stations in Denmark from coal and gas to sustainable biomass.

We promote flexibility of supply and consumption through integrated energy solutions combining various technologies, including onshore wind, battery storage and solar PV.

Our progress

- Five of our seven CHP stations have already been converted from coal or gas to sustainable biomass.
- Conversion of Asnæs CHP station is in progress and expected to be completed by the end of 2019.
- The seventh CHP station, located in Esbjerg, will be closed by the end of 2022 as we have not been able to secure an agreement to convert the CHP station to run on sustainable biomass.
- In 2018, our coal consumption increased in comparison with 2017, as we experienced high demand for power in periods where we were not generating heat. In these periods, fossil fuels are normally used.

- We have completed our first stand-alone battery energy storage system, the 20MW Carnegie Road, near Liverpool, UK.
- 679,000 smart meters installed and in use by our distribution customers.

Our governance

Accountability lies with the EVP of Bioenergy.

Accountability lies with the EVP of Onshore and the EVP of Customer Solutions.

International frameworks of reference

- Paris Agreement

- Paris Agreement

Actions to become future-fit

Successfully phase out coal by 2023.

Manage and mitigate supply-chain impacts in the production of battery storage.

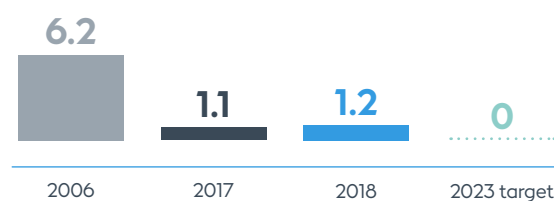
SDG contribution

We contribute to increasing the share of renewable energy in the global energy mix in line with SDG 7.2.

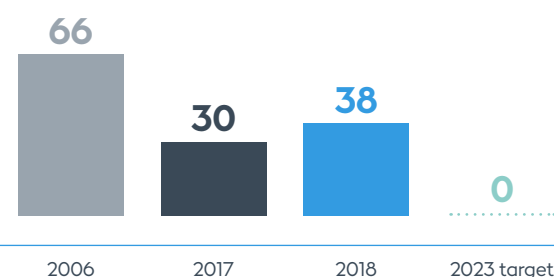
We promote greater adoption of clean and environmentally sound technologies in line with SDG 9.4.

Indicators and targets

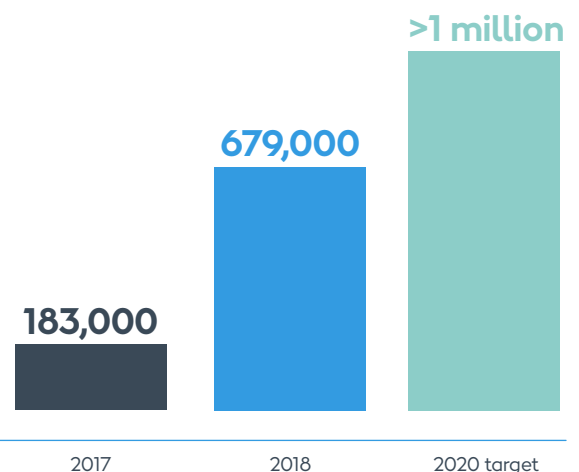
Coal consumption (million tonnes)



Coal share of fuels in thermal heat and power generation (%)



Smart meters installed (number)







Meeting the future's green energy needs in a sustainable manner

A world on green energy will limit climate change, improve human health, and create economic growth. But the pursuit of this vision must take place sustainably. We work to address sustainability challenges that can impact our ability to build more green energy.

At Ørsted, we want to go beyond ensuring that the energy we generate is sustainable. We also want to build and operate our energy-generating assets in a sustainable manner. Our transformation from black to green energy means that we are facing different challenges today than we did a decade ago.

We are ending the use of coal, the most carbon-emitting source of energy, by 2023. We are replacing it with biomass, and we must document that the biomass we use is sustainable, so that it significantly reduces carbon emissions compared with coal and gas.

When we build offshore wind farms, there are unique ecosystems of flora and fauna that we must protect. It is a fundamental step in the preparations for construction that we conduct environmental impact assessments identifying areas of concern and allowing for early fine-tuning of our projects to avoid

potential negative impact on the natural environment.

In the communities where we operate, we strive to meet the needs and expectations of the local population. We want to be appreciated as a positive influence on society, and in each project, we liaise with community representatives to understand their expectations, provide transparency on our activities and find common solutions.

Our ability to grow sustainably depends on the people we employ. We want our company to reflect the societies we recruit talent from, and we see diversity and inclusion as a crucial part of attracting, developing, and retaining all talent.

We promote sustainable environmental practices in our operations by improving energy efficiency and the reuse and recycling of waste.

We aim to turn sustainability challenges into enablers for our vision by addressing the challenges through the following eight sustainability programmes:

5. Sourcing of certified sustainable biomass

We document the sustainability of the forest-based biomass we source.

6. Local communities

Through dialogue we engage with stakeholders in local communities to address local needs and expectations.

7. Protecting biodiversity

Through environmental impact assessments and support to scientific-knowledge building, we strive to avoid and reduce negative impacts on biodiversity.

8. Employee development

We seek to attract, develop and retain the best talents to stay competitive as we continue our journey to expand renewable energy.

9. Employee satisfaction

We want our employees to thrive by creating a good and healthy working environment.

10. Employee diversity and inclusion

We work to create equal opportunities for everyone and a culture for inclusiveness in the workplace.

11. Energy savings

We improve the energy efficiency of our own businesses and cover 100% of our energy consumption with green certificates.

12. Resource management

We aim to improve the reuse and recycling of waste generated in our operations and reduce hazardous waste.

[See programme descriptions in pages 27-30.](#)



Replacing fossil fuels with sustainable biomass

When sourced sustainably, biomass reduces carbon emissions significantly compared to coal and gas. Sustainable biomass is therefore a crucial stepping stone towards a fossil fuel-free society.

Coal is the most carbon-emitting source of energy. We have decided to phase out coal completely by 2023 and are converting our combined heat and power stations to run on sustainable biomass.

Our seven largest combined heat and power stations cover a fourth of Denmark's demand for district heating. The power stations are all originally built for fossil fuels, but we convert them to run on sustainable biomass to phase out fossil fuels at our power stations. So far, five power station units have been converted, enabling us to reduce our coal consumption by 82% since 2006. One of our remaining two coal-fired power stations is being converted to sustainable biomass, and the other will be closed by the end of 2022 to meet our objective of fully exiting coal by 2023.

Using residues of wood to produce green heat and power

The biomass we source is a residue from the production of high-value timber, mainly sourced from Europe. It is primarily made

from forest and wood-working residues as well as damaged timber, and timber with no other commercial use. The forest owner maximises the commercial value of the forest by selling as much timber as possible to sawmills to be used in construction and furniture. The residues which have no commercial value in the timber market are then used to produce climate-friendly heat and power.

Burning coal releases carbon dioxide that has been geologically stored in the ground for millions of years. Contrary to coal, biomass is part of the short natural carbon cycle where plants and trees naturally grow, mature, die, and decompose. When using sustainable biomass as energy instead of coal, we therefore reduce the total amount of carbon emissions released to the atmosphere. The emissions will never exceed the amount of carbon dioxide absorbed by the trees during their growth. Therefore, compared to coal, no additional carbon dioxide is released to the atmosphere.

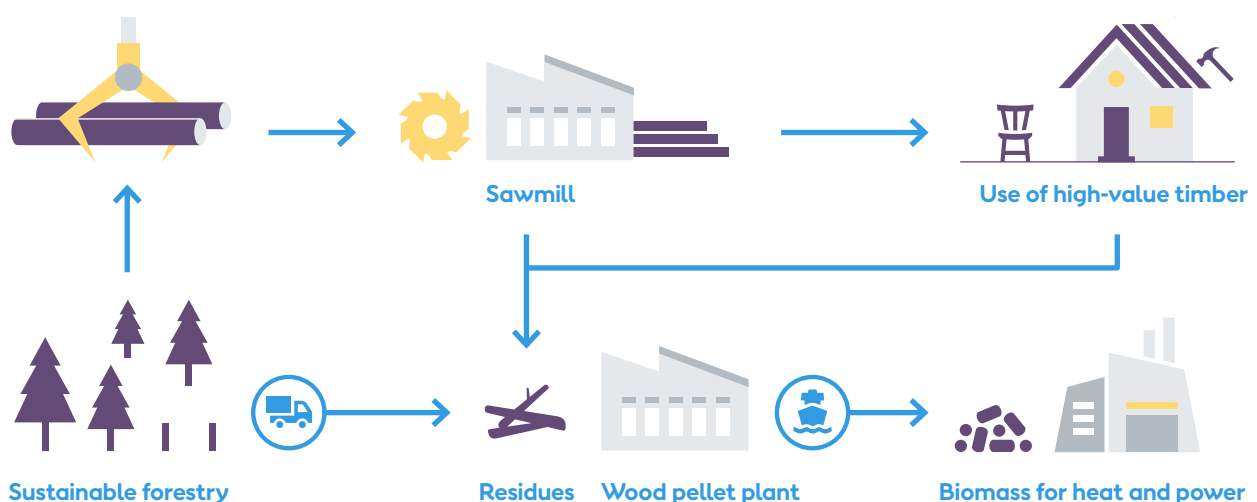
To ensure that the biomass we source is sustainable, we rely on globally recognised independent third-party certification schemes, such as FSC®, SBP, and PEFC, which ensure replanting as well as protection of biodiversity and areas worthy of preservation.

Goal to reach 100% certified biomass

In 2018, 83% of the sustainable biomass sourced by Ørsted was certified by a third party in accordance with the Danish Industry Agreement, compared to 72% in 2017. We have a target of sourcing only certified sustainable biomass by 2020. To achieve this goal, we work with our suppliers and their sub-suppliers to get all non-certified sustainable supply chains certified.

In addition to the benefit of third-party assurance, we hope that our demand for certified biomass, together with increased demand for certified wood from other industries, such as construction and furniture, will result in more forests being certified and sustainably managed.

Supply chain for sustainable forest-based biomass





When 2,000 trees are planted in an area comparable to a football field, only approx 15-20% will remain for final harvesting to be sold off to a sawmill after 60 to 70 years. The rest of the trees are harvested during regular thinning of the forest – improving the quality by removing rotten, diseased and damaged wood. A large portion of the thinning volume won't have the quality needed to produce timber and furniture, but it can be used as biomass. The residual wood would decompose and release carbon dioxide if it wasn't used for a commercial purpose, such as biomass.

Michael Gehlert

Head Forester, Forest Owner Association – Western Jutland, Denmark





Taking care of the rich diversity of life on Earth

All energy infrastructure is built in a unique environment where we have to do our utmost to protect the natural ecosystems. It is key that we manage environmental impacts on these ecosystems well to obtain permission to build wind farms.

Ørsted has a responsibility to protect the rich diversity of life as an integral part of the way we operate. Our expertise and reputation for protecting biodiversity help us win new contracts, deliver green energy and ensure that wildlife can coexist alongside our developments.

In 2018, we adopted a new offshore wind biodiversity policy. The policy is built on our long-term experience and understanding of the biodiversity challenges we face when building offshore wind farms. The core philosophy of the policy is prevention before mitigation wherever possible. This approach remains key as we enter new markets.

Putting principles into practice

On all of our offshore wind projects, we work closely with regulators, NGOs and other stakeholders to ensure the protection and enhancement of biodiversity. We have a global team of 60 environmental experts who work on our projects to study and monitor the potential impacts on the flora and fauna both offshore and on land. By engaging with our stakeholders, we determine the best measures and actions required to protect the seabed, fish, marine mammals, seabirds, and plants.

In new and emerging offshore wind markets, we have a responsibility to develop local know-how and insight by sharing our experience with the governments and stakeholders we partner with.

Our funding of a study tagging lesser black-backed gulls from colonies in the Northwest of England is a good example. Finalised in 2018, we undertook this study to further un-

derstand how the gulls interact with our UK West Coast wind farms. The impact of wind farms on particular bird species is likely to be influenced by the altitude at which they fly, notably in relation to wind turbine blade height. The tags used for this study will help to inform at what height this species fly and how they behave around wind turbines over a three-year period from 2016 to 2018. We will use the study to further our understanding of collision risk and incorporate into future collision risk modelling.

WWF and Ørsted join forces to mitigate impacts of climate change

As the first energy company globally, we entered into a partnership with the environmental organisation World Wide Fund for Nature (WWF), Denmark, in 2018. Our new biodiversity policy was launched in collaboration with WWF. The collaboration also includes raising awareness on climate

change mitigation, especially among the younger generations. As our first joint initiative, we invited schools and families to a 'climate safari' with a view to inspire them as to how they can help build the green society of tomorrow.

In 2019, we will extend our partnership activities with WWF. The plan is two-fold: to provide school classes with educational material on fighting climate change; and to initiate a study on the consequences of climate change on nature and biodiversity in Denmark. WWF will also continue to advise Ørsted on our sustainability strategy and biodiversity initiatives.

As our business diversifies and expands to new markets, we will continue to build on our knowledge on protecting the home of all the fascinating creatures we come across on planet Earth.

Tagging lesser black-backed gulls from colonies in the Northwest of England helps us understand how the gulls behave around our wind turbines.



Fighting
climate
change

Ørsted



A workplace where everyone feels acknowledged

With a global footprint and 6,000 employees, we need a diverse workforce to pursue our vision of a world that runs entirely on green energy. To attract the best talent, we put great efforts into ensuring an inclusive culture for all our employees.

A cornerstone of our organisational culture is the belief in equal rights and opportunities. To us, being respected and valued for who you are is a fundamental right. Therefore, we want to ensure an inclusive workplace for all employees.

A prerequisite for creating a culture that embraces diversity is that our employees feel acknowledged and included, regardless of their individual background and personal characteristics. As a company, we want our workforce to reflect the societies we are part of — including gender, sexual orientation, cultural background, and age.

Spotlight on future female leaders

There are areas within the diversity agenda where we – and society at large – need to improve. Among the most apparent is gender balance in our workforce, not least in senior roles.

Women make up one third of all employees in Ørsted, but the gender balance is not reflected in the top management layers. Today, only 10% of our Top 100 leaders are female. We are determined to improve this number. Our goal is for 22% of the top 100 to be women by 2023.

In 2018, we introduced a new 'Female Spotlight' initiative for experienced female managers. The initiative aims to identify and further develop female leadership



talent that are able to progress into senior leadership positions. Based on an individual assessment of the female managers' experience, potential, and opportunities, we lay out a detailed development plan to help them move towards the next step in their career.



As a company, we have a moral obligation to make sure that everyone feels acknowledged for who they are, regardless of who they love or how they identify themselves.

Hanne Blume
Chief Human Resources Officer, Ørsted

Diversity beyond gender

Diversity and inclusion matters are multifaceted by nature and include many other important aspects beyond gender. In 2018, Ørsted sponsored Copenhagen Pride to reinforce our support for diversity beyond gender and to celebrate diversity and inclusion within our company.

We also joined more than 200 of the world's largest companies expressing support for the UN LGBTI Standards of Conduct for Business. The standards put focus on businesses' responsibility to secure LGBTI (lesbian, gay, bisexual, trans, and intersex) rights and fight discrimination against LGBTI people.

These initiatives reaffirm our commitment to secure a work environment characterised by an inclusive and recognising mindset and respect for all people. Not just because it's the only right thing to do, but because we rely on highly motivated and talented people to stay competitive and challenge the status quo. This is even more important as our company expands globally.



Programme overview

5. Sourcing of certified sustainable biomass

6. Local communities

Societal challenge

Biomass sustainability

Forest-based biomass as an energy source can play a significant role in reducing carbon emissions. However, only sustainable biomass can ensure significant carbon reductions and, therefore, the use of biomass is subject to high scrutiny levels. In Denmark, an industry agreement includes voluntary commitments for the sourcing of biomass and requires companies to document sustainability and supply chain emissions for biomass.

Local content and community impacts

As renewable energy is built out, communities expect companies to support local job creation and socio-economic development. Some expectations are included in local content requirements while others are defined through stakeholder engagement. Meeting these expectations is becoming increasingly important for being granted the right to build energy infrastructure, securing operating permits and thus accelerating decarbonisation.

Our approach

We document the sustainability and supply-chain emissions of the forest-based biomass, i.e. wood pellets and wood chips, used for our CHP stations through independent third-party certification and in accordance with the Danish Industry Agreement. We communicate openly on the sustainability of our biomass.

Open dialogue with communities is a natural part of how we do business across our markets. Our business footprint varies in every market and so do needs and expectations of local communities. We engage in dialogue with workers, local governments, community leaders, and NGOs, and we work with stakeholder expectations in various ways, including local development funds, training programmes, and local supplier development.

Our progress

- 83% of the forest-based woody biomass we sourced this year has been certified as sustainable in accordance with the Danish Industry Agreement.
- Our sourcing of certified sustainable forest-based woody biomass has grown over the years, and we are on track to reach our goal of 100% certified biomass sourced by 2020.
- We have committed to sourcing only FSC®-certified forest-based biomass from countries with a score of 50 or less in the Transparency International Corruption Perception Index to further ensure the sustainability of biomass from less mature countries.

- In the UK, community development funds and local content plans are in place and under execution. [Read the UK CSR report.](#)
- In the US, proactive engagement with relevant trade unions and local communities is taking place.

Our governance

The EVP of Bioenergy oversees our [policy](#) and programme for sustainable biomass sourcing. Implementation lies with the Fuels & Logistics department. Compliance with the Danish Industry Agreement is ensured through an annual compliance audit by an independent auditor.

The EVPs of Offshore and Onshore oversee progress, while responsibility for day-to-day dialogue and engagement with stakeholders lies with the respective public and regulatory affairs teams in the markets where we operate.

International frameworks of reference

- EU Renewable Energy Directive

- UN Guiding Principles on Business and Human Rights

Actions to become future-fit

Ensure our programme for sustainable biomass sourcing meets the requirements for forest-based biomass in the EU Renewable Energy Directive II when it enters into force in 2021.

Quantify socio-economic contribution of our green energy development projects.

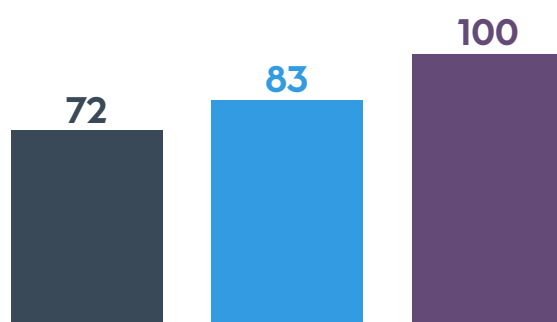
SDG contribution

We minimise our negative impacts on forests and seek to promote sustainable forest management in line with SDG 15.2.

We minimise our negative impacts on local communities and support their economic, social, and environmental development in line with SDG 11.A.

Indicators and targets

Certified renewable woody biomass sourced (%)



2017

2018

2020 target

Local community engagement

Economic activity and jobs



Dialogue



Collaboration with community organisations



2018



Programme overview

7. Protecting biodiversity

8. Employee development

Societal challenge

Biodiversity impacts

Biodiversity makes life on Earth possible through clean water, oxygen, and food. Protection of biodiversity is necessary to ensure the survival of our own species. Without proper environmental impact assessments (EIA), consultation of the relevant stakeholders and management systems, wind farms may have a negative impact on ecosystems.

Talent development

The transition to a low-carbon economy will require new talents. To stay competitive, businesses will need to attract and retain talented employees.

Our approach

We conduct a full assessment of potential environmental impacts of our offshore wind farms, including biodiversity. This assessment is in line with the principles of avoiding and reducing biodiversity impacts throughout wind farm development, construction, and operation. Throughout these stages, we conduct stakeholder engagement and provide support for scientific knowledge-building and R&D.

We seek to attract, develop, and retain the best talent to support the growth of our business through initiatives, such as:

- a graduate programme offering candidates a steep learning curve
- substantial investment in learning and development for all employees, including through the Ørsted Academy
- tailored high-potential programmes for early-career talents, senior specialists, managers, and executives.

Our progress

- In 2018, we have published our [offshore wind biodiversity policy](#) summarising Ørsted's practices globally.
- We have also begun reporting on the protected areas or areas of high biodiversity value and the number of species in the International Union for Conservation of Nature (IUCN) 'Red-List of Threatened Species' in areas with Ørsted's offshore wind operations. See sections 213 and 214 of our [ESG performance report](#).
- We conduct studies to understand how species interact with our wind farms. In the US, we have implemented specific measures to protect the endangered North Atlantic right whale, including vessel speed restrictions.

- We have launched a new talent strategy to further improve our ability to attract and develop talent.
- We have introduced two new high-potential programmes, for senior specialists and for female leaders with executive potential.
- We have introduced a new forward-looking development dialogue to support talent development.
- The results of our People Matter survey show that we compare favourably with our peers with regards to how satisfied our employees are with their learning and development opportunities.

Our governance

The EVP of EPC & QHSE in Offshore oversees progress. Responsibility for implementation of Ørsted's biodiversity policy for offshore wind lies with country managers in the relevant markets. A global department of environment and permitting specialists supports markets and projects.

Group Executive Management oversees implementation of the talent strategy which is spearheaded by the People & Development department. Our employees' satisfaction with learning and development is measured through the annual People Matter survey.

International frameworks of reference

- The EU Birds and Habitats Directive
- Convention on Biological Diversity
- OSPAR Convention
- UN 2020 Aichi Biodiversity Targets

Actions to become future-fit

Develop priorities and targets for continuous improvement in line with Ørsted's biodiversity policy commitments and as we expand internationally.

Continuously improve our ability to attract, develop, and retain the best talent to underpin our competitiveness in the market and become the preferred employer within the green energy industry.

SDG contribution

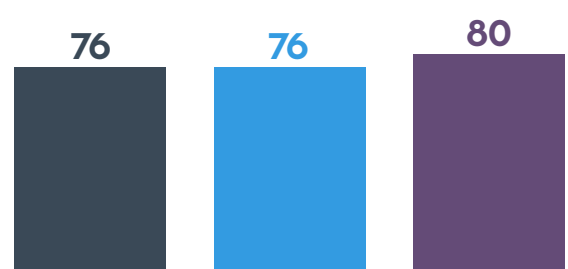
We minimise our negative impacts on marine and coastal ecosystems in line with SDG 14.2, and natural habitats and biodiversity in line with SDG 15.5.

Indicators and targets

Red-list species in areas with Ørsted offshore operations (number)



Employee learning and development (index 0-100)



2018

2017

2018

2020 target



Programme overview

Societal challenge

9. Employee satisfaction

Talent development

Satisfied and motivated employees thrive in their workplaces and contribute to a collaborative and inclusive working environment. Higher retention rates of talented employees mean that organisations are in a better position to drive positive change and transition into the low-carbon economy.

Our approach

We want our employees to thrive and support our business growth. Therefore, we measure their satisfaction and motivation through an annual employee engagement survey. Among other areas, we measure the perception of Ørsted as a workplace, daily workload and tasks, and relationships with managers. The responses are actively used to identify actions at department and company level to improve our workplace.

Our progress

- We maintain a score of 76 in terms of overall satisfaction and motivation. This gives us a position as best in class among similar companies which have a score of 70 on average.
- The result demonstrates high levels of motivation and commitment, meaning that we are on track to reach our target of 77 by 2020.
- 95% of our employees have responded to the 2018 survey, providing a very strong foundation for the results.

Our governance

Group Executive Management and Ørsted's Cooperation Committee, comprising employee representatives, oversee the aggregated results of the Employee satisfaction survey. The People & Development department is responsible for conducting the survey and ensuring that follow-up actions are carried out.

International frameworks of reference

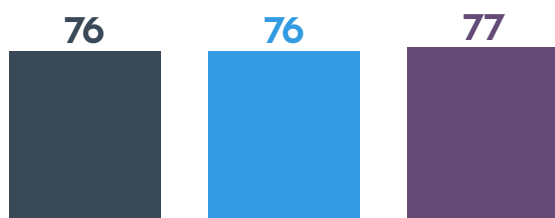
Actions to become future-fit

Maintaining a high level of satisfaction and motivation among employees will be key to retaining and attracting talents in a market where the demand for talented employees is on the rise.

SDG contribution

Indicators and targets

Employee satisfaction and motivation (index 0-100)



2017

2018

2020 target

10. Employee diversity and inclusion

Diversity and equal opportunity

Non-discrimination and equal opportunities enable people to realise their full potential. In the workplace, respect for diversity through an inclusive culture that accepts and values differences has the potential to unlock innovative thinking while driving business growth.

We work to ensure equal opportunities and promote diversity and inclusion through transparent recruitment processes, talent development with focus on female leadership, unconscious bias training, and a corporate culture for inclusiveness.

- The percentage of women in our Leadership Conference, which comprises our top-100 managers, is not progressing satisfactorily and has gone down from last year. Nevertheless, we remain focused in our ambition with new initiatives, including the 'Female Spotlight Initiative' and quotas for women participation in all Ørsted's talent programmes.
- With the aid of Equal Approach, Ørsted UK is reviewing recruitment and onboarding processes with the aim to improve inclusiveness.
- We have adopted the UN LGBTI Standards of Conduct for Business.

The SVP for People & Development oversees our [policies for diversity and inclusion](#) and for women in management. Implementation is led by the People & Development team.

- UN Convention on Discrimination Against Women
- UN LGBTI Standards of Conduct for Business

Continue efforts to create an inclusive workplace through communication campaigns, training, and mindset, to support Ørsted's internationalisation strategy.

We seek to ensure women's full and effective participation and equal opportunities at the workplace for all in line with SDG 5.5.

Women in Leadership Conference (%)



Women in middle management (%)



2017

2018

2023 target



Programme overview

11. Energy savings

12. Resource management

Societal challenge

Energy efficiency

Global energy needs could grow by 30% between today and 2040, according to the IEA World Energy Outlook. Given current and expected growth in global energy demand, deployment and integration of green energy must be supported by energy efficiency improvements across industries and societies.

Waste management

The global consumption of materials continues to increase, and the UN estimates that by 2050, we could need almost three planets to produce enough water, food, and energy for humans. By reducing waste, reusing and recycling materials, organisations can contribute to a more efficient use of natural resources and further lower carbon emissions.

Our approach

We aim to continuously increase the energy efficiency of our own activities. In January 2018, we formalised our work in a Climate Partnership committing Ørsted to 100% renewable electricity consumption and energy savings of 15GWh realised by 2022.

We aim to decrease company impacts on the environment and associated resource management costs by improving the reuse and recycling of waste generated in our operations and reducing hazardous waste rates. Our main waste is generated through operations and maintenance activities at our CHP stations and wind farm sites as well as at our corporate office facilities.

Our progress

- This year, 100% of our electricity consumption comes from renewable sources, except for power sourced for electric boilers generating heat. This has been achieved through the purchase of renewable certificates. The vast majority of certificates are from Ørsted's offshore wind farms.

- We have aligned monitoring and reporting of waste and water with the Global Reporting Initiative Guidelines.
- Business units are in the process of defining site-specific initiatives to reduce hazardous waste.
- The significant reduction in the proportion of waste for recycling in 2018 is due to the fact that the 2017 data included more than 12,000 tonnes of non-hazardous waste for recycling from the decommissioning of the world's first offshore wind farm, Vindeby. See Section 2.12 in our ESG performance report for more information.
- All our operational sites work in accordance with ISO 14001.

Our governance

The QHSE Committee oversees the progress of our energy efficiency initiatives. Business units are responsible for implementing energy efficiency initiatives and targets with the support of our energy consultants.

The QHSE Committee oversees waste management throughout Ørsted. The implementation is carried out by the business units with support from the QHSE department.

International frameworks of reference

- Paris Agreement
- EU Energy Efficiency Directive 2012/27/EU

- The EU Directive on waste 2008/98

Actions to become future-fit

Expand energy-efficiency programme to include fuel consumed in company vehicles and vessels.

Develop plan for decommissioning of large wind farms.

SDG contribution

We contribute to SDG 7.3 on improving global rates of energy efficiency through our energy-efficiency initiatives.

We minimise our negative impacts on waste generation through prevention, reduction, recycling, and reuse in line with SDG 12.5.

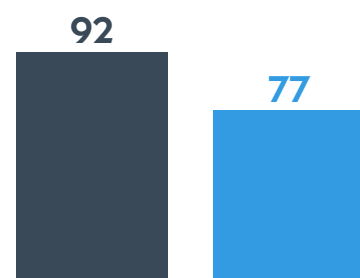
Indicators and targets

Share of power purchased for own operations covered by green energy (%)



2018

Total amount of recycled waste (%) (excl. oil-containing wastewater)



2017

2018



Addressing societal expectations with integrity

In a nutshell, integrity is about doing the right thing, even when no one is watching. At Ørsted, we want to operate responsibly, safely and with integrity. This includes upholding high ethical standards in our business practices by being accountable and transparent, respecting human rights and having a solid governance.

Integrity is one of the defining principles for our company. It's about striking a balance between not only doing things right but also doing the right thing. Every day, we deal with complex challenges facing our company and the societies where we do business. We want to address these challenges and meet the expectations of our stakeholders with integrity.

Acting responsibly, locally and globally

As a company, we work towards a sustainable future in close collaboration with partners across our value chain. Business integrity is key for us. Our approach to business integrity is guided by the UN Global Compact, of which we have been a signatory for 13 years. We are furthermore guided by international conventions, principles and guidelines, such as the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. We also

comply with national laws, such as the Danish Financial Statements Act on CSR and the UK Bribery and Modern Slavery Acts.

It is a priority for us to work with our more than 22,000 suppliers on their environmental, social, and ethical impacts. We base our collaboration on a code of conduct that expresses our expectations towards them. Entering new markets outside Europe, where the offshore wind industry is still limited, demands a focus on building a strong and healthy supply chain that operates in accordance with our code of conduct.

Another important area for us is cyber security, because the impact of a successful cyberattack can be very damaging.

We want our employees to thrive both at work and away from work. In the last few years, we have increased our focus on how we can support our employees in creating a meaningful balance that, rather than draining their energy, gives them energy.

We have eight sustainability programmes that advance business integrity in our operations:

13. Workplace safety

We strive to create a safe workplace for employees and contractors alike and seek to embed safety in business processes by moving from reactive to proactive safety indicators.

14. Employee health and well-being

We promote personal health and well-being at the workplace and encourage employees to take action for a balanced life.

15. Good business conduct

We have zero-tolerance for bribery, corruption, and other types of fraudulent behaviour.

16. Responsible business partner programme

We manage and mitigate social, ethical, and environmental risks in our supply chain and encourage suppliers to operate responsibly.

17. Information and cyber security

We protect the integrity of our energy information and infrastructure.

18. Customer experience

We ensure that customers are satisfied with the services we provide.

19. Responsible tax practices

We are transparent in our approach to tax and communicate about our tax policy and tax payments in a timely, transparent, and relevant manner.

20. Personal data protection

We respect the privacy of employees, suppliers, and residential customers by protecting their personal data in accordance with the GDPR.

See programme descriptions in pages 35-38.



Cyber security is a social responsibility

Energy is vital for all parts of society, but increasingly, critical infrastructure such as energy supply is threatened by cyber espionage, cybercrime and hackers. At Ørsted, we operate vital infrastructure and have a strong responsibility to protect our IT systems.

Our societies are highly dependent on a reliable energy supply to power and heat our homes and run our businesses. Ørsted owns and runs interconnected infrastructure, allowing us to generate heat and power for millions of people across geographies. That is why we have a responsibility to ensure that we do everything we can to protect our systems.

Keeping infrastructure networks and energy supply safe and secure is vital for daily life and national security. International energy companies and suppliers have been targets of cybercrime in recent years, and we know that cyberattacks happen every day and that they can paralyse businesses across industries. As we expand our activities into new markets further from home, our ability to protect our energy infrastructure and associated IT systems become ever more important for us, our partners, and the people dependent on the reliability of our services.

Big data, advanced analytics, and artificial intelligence are among the developments we explore to better utilise our energy assets. But these technological advancements also add to the inter-connectivity of the systems we own and

operate, which potentially increases the vulnerability of these systems.

We strengthen cyber security measures

We have mitigated our risks with a number of measures, including building stronger defence mechanisms and educating all Ørsted employees in cyber awareness.

We continuously test our systems to detect potential security breaches. We have also scaled up our level of surveillance and governance by mapping out threats and patterns and anticipate scenarios that could eventually target us. In this way, cyberattacks can be detected and avoided, or their effects contained or minimised. Our protection system blocks thousands of malicious emails every year.

We know that human error accounts for most of the cyber security breaches in companies worldwide. In 2018, we launched an internal '2 feet principle' security information campaign aimed at helping employees to identify and prevent cyberattacks. This forms part of our dedicated and continuous efforts to ensure a high information security level and to build a strong information security mindset with our employees.



We have a strong responsibility to safeguard our supply of energy by protecting Ørsted from unauthorised access to information systems.



Gerda Retbell-Bauer
Chief Information Security Officer, Ørsted

A healthy working life in a busy world



Workplace flexibility only works if it goes both ways, but I think our company does great at respecting the fact that we as employees have real lives after work.

Benedikta Hedegaard-Knudsen
Lead Innovation Associate, Ørsted Offshore

In a modern fast-paced culture, it is crucial to actively support employees to counter stress and burnout. In 2018, we introduced our Ørsted Life programme – a new, holistic effort to support the health and well-being of our employees.

Striking the right balance between working and time off is an evolving priority in modern working life. Our brains are challenged by the demands of modern working lives, which increases the risk of mental overload, leading to stress and anxiety. Everyone needs a break from work, but it can be a challenge as IT and smartphones allow us to work anywhere at any time.

As an employer, we have an obligation to support our employees in staying mentally fit. Not only because our success is dependent on their motivation and well-being, but most importantly because we want our employees to thrive both at and after work.

Our annual employee evaluations show that our employee satisfaction and motivation are above the benchmark in all countries where we operate. We want to maintain this position. In 2018, the evaluation however also showed that 9.7% of employees responded that they feel stress 'quite much' or 'much'. There will always be peak periods, but we need to take this seriously, which is one of the reasons why we have intensified our focus on the mental health of our employees.

To us, workplace flexibility is closely linked with the physical and mental health of our employees. This is the reasoning behind our new health and well-being programme, Ørsted Life. With Ørsted Life, we aim to apply a holistic perspective on our employees' health and well-being and their needs. Through a range of offers and services like free access to fitness facilities, healthy food in our canteens and access to a stress hotline, we invest in our employees to give them the best possible opportunities to take care of themselves, both physically and mentally.

A new mental health policy

An important aspect of securing a good psychological working environment is to proactively try to alleviate or ideally prevent stress. Stress occurs when people experience a mental overload over an extended period of time. To us, one of the most important ways of preventing stress is to ensure good management. Therefore, we train managers in preventing stress among employees.

We will introduce a new global policy on mental health, aimed at promoting well-being as well as preventing and dealing with stress and other mental health issues. With our new policy, we aim to actively promote well-being with our employees instead of waiting for potential imbalances to be visible.

We believe that our continuous focus on preventing mental overload is key to ensure long and sustainable working lives for all our employees.



Programme overview

Societal challenge

13. Workplace safety

Safety and well-being

The safety of employees has a direct influence on personal and family well-being and is a core responsibility for businesses. A workplace environment that protects and values personal safety can positively influence the welfare of the communities where the business operates.

Our approach

We strive to create a safe workplace for employees and contractors alike and achieve a best-in-class safety standard. We aim to sustain and mature a high safety performance by moving from reactive to proactive safety indicators, working on par with contractors to incorporate learnings, promoting a unified safety approach across all our business units, and embedding safety in relevant business processes.

Our progress

- We have launched a new QHSE culture programme to further underpin our safety culture.
- Our TRIR performance of 4.7 in 2018 is very good. Actually, it corresponds to our employees or contractors working more than 100 years in average without experiencing incidents requiring medical treatment or resulting in absence.
- All our operational sites operate in accordance with OHSAS 18001.

Our governance

The QHSE Committee is accountable for our [safety policy](#). Responsibility for the overall direction and implementation of our safety management systems lies with the Health & Safety management team.

International frameworks of reference

- OHSAS 18001
- ISO 45001

Actions to become future-fit

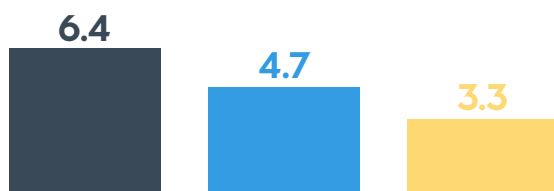
Maintain a high-performance safety culture and a record of zero fatalities and no life-changing events as we grow the size of our operations and enter into less mature markets.

SDG contribution

We contribute to SDG 8.8 on promoting safe working environments with our safety approach and targets.

Indicators and targets

Total recordable injury rate (TRIR) (per million hours worked)



2017

2018

2020 target

14. Employee health & well-being

Health and well-being

Personal health and well-being are fundamental for a balanced life. They are also key enablers of good performance at work as they increase employee engagement and cohesiveness.

We believe that well-being and job satisfaction are very important to live a fulfilling life. Through the Ørsted Life programme, employees can access offers, services, and initiatives for mental and physical well-being, including: professionally managed fitness centres; inspirational podcasts on sleep, stress and collaboration at work, and options for physical and mentally-active breaks throughout the workday. Finally, we conduct stress-prevention training for all managers and provide stress-prevention services to our employees.

- We have launched Ørsted Life, our new health and well-being programme with four pillars: we move, we focus, we share, and we care.
- More than 2,500 of our total of 6,000 employees have made use of readily accessible services, including stress-prevention training and fitness-wellness facilities.
- More than 2,000 of our 4,500 office-based employees have participated in initiatives promoting physical activity.

The Health Strategy Steering Committee, including the SVPs of People & Development and Stakeholder Relations and the VP of QHSE, oversees Ørsted Life. Implementation is led by the People & Development team.

- WHO 'Healthy workplaces: a model for action'

Continue inspiring employees to take care of themselves and one another to keep a balanced life in a dynamic working environment.

We contribute to SDG 3.4 on promoting mental health and well-being through Ørsted Life.

We have launched Ørsted Life in 2018



Programme overview	15. Good business conduct	16. Responsible business partner programme
Societal challenge	Business ethics Corruption, bribery, and other fraudulent practices can impact society by destabilising institutions and reducing transparency and opportunities for citizens. In most cases, these practices are illegal, they undermine fair competition and create an unequal playing field for companies.	Value-chain impacts and business partner conduct Risks related to corruption, labour, human rights, and the environment are present in supply chains. Managing these risks is key for companies that strive to operate responsibly, and by encouraging suppliers to follow international standards, supply-chain decisions can positively impact livelihoods and communities.
Our approach	We have zero-tolerance for bribery, corruption, and other fraudulent behaviour. We promote compliance through due diligence, employee training and channels to report misconduct, including a Whistleblower hotline . When entering new markets, we conduct country-risk assessments, due diligence on business partners, and follow applicable rules for engagement with authorities. In our dialogue with political stakeholders, we follow the principles in our stakeholder engagement policy to support the development of stable and transparent institutions conducive of the transition to a low-carbon economy.	We apply a risk-based approach to assess our 22,000 suppliers and business partners. The approach is twofold and consists of a know-your-counterparty (KYC) screening of suppliers and business partners in mergers and acquisitions, joint ventures, and other partnerships, as well as code of conduct (CoC) assessments of high-risk suppliers, if relevant in connection with on-site visits. Through KYC screenings, we perform background checks on corruption and trade sanctions. Through CoC assessments, we assess the performance of high-risk suppliers within environment, human and labour rights, and anti-corruption.
Our progress	<ul style="list-style-type: none"> • We have reviewed our good business conduct programme to support Ørsted's further globalisation. • Following the review, we are developing measures to strengthen the programme. • We are conducting compliance workshops on site in the new markets we enter. 	<ul style="list-style-type: none"> • We have updated our CoC to align with Wind Europe Industry Principles for supply chain sustainability, the Maritime Labour Convention, and new internal commitments to diversity. • We have strengthened our processes in high-risk markets and will engage earlier with suppliers to incorporate improvement plans in contracts. • We have screened 248 suppliers and through 24 assessments identified 93 improvement actions. A key improvement relates to the strengthening of supplier monitoring of sub-contractor compliance with labour rights for temporary and migrant workers.
Our governance	The Board of Directors is accountable for our policy on good business conduct . Our in-house legal department is overall responsible for implementation of the policy and programme with support from compliance officers in the business units.	The RPP Steering Committee is accountable for our CoC for business partners . The Responsible Business Partner team is responsible for implementation in close cooperation with procurement functions.
International frameworks of reference	<ul style="list-style-type: none"> • Anti-corruption regulation in the countries where we operate, including the UK Bribery Act and the US Foreign Corrupt Practices Act. 	<ul style="list-style-type: none"> • UN Guiding Principles on Business and Human Rights • ILO Core Conventions • UK Modern Slavery Act and UK Bribery Act • Wind Europe Industry Principles • OECD Guidelines for Multinational Enterprises
Actions to become future-fit	Continue to strengthen our good business conduct programme to support Ørsted with its internationalisation strategy.	Improve commodity risk-assessments and ensure that new suppliers meet our CoC standards when we enter new markets and invest in new technologies with higher social, environmental, and ethical risks.
SDG contribution	We strive to contribute to tackling corruption and bribery in line with SDG 16.5, through due diligence, training compliance, and misconduct reporting.	We seek to minimise potential negative impacts on labour rights, modern slavery, safety, corruption, and bribery in our supply chains in line with SDGs 8.7, 8.8, and 16.5.
Indicators and targets	<p>Substantiated whistleblower cases (number)</p> <div> <div>3</div> <div>2</div> </div> <hr/> <p>Number of these cases transferred to the police</p> <div> <div>0</div> <div>1</div> </div> <div> <div>2017</div> <div>2018</div> </div>	<p>Business partner due diligence (numbers)</p> <div> <div> <div>KYC screenings</div> <div>268</div> </div> <div> <div>CoC screenings</div> <div>248</div> </div> <div> <div>CoC assessments</div> <div>24</div> </div> <div> <div>CoC opened improvement actions</div> <div>93</div> </div> </div> <div> <div>2018</div> </div>



Programme overview

Societal challenge

17. Information and cyber security

Information security and cyberattacks

The integrity of energy infrastructure is highly critical to national security, the economy, and daily life. With the increased digitisation of the economy, cyberattacks have been on the rise and generating headlines, with several reported cyberattacks in Europe and the US.

Our approach

We aim to provide information and infrastructure protection in line with their criticality and following applicable regulation where we operate. Our approach is designed to build a mature security set-up that follows a risk-based approach and creates employee awareness. With growing security threats, collaboration to provide faster and more efficient responses to cyber-security incidents is becoming more important. As such, we are part of FIRST, an international confederation of trusted computer-incident response teams from government, commercial and educational organisations cooperating on incident prevention and response.

Our progress

- We have experienced no major information security incidents this year.
- We have established Ørsted's Information Security Board to oversee progress with our initiatives.
- We have launched a group-wide information security culture and awareness programme to increase employee engagement on protecting our information assets.
- In Denmark, the authorities have performed an audit of our information security systems. We are preparing for a similar audit in the UK.
- We have become members of FIRST.

Our governance

The Information Security Board oversees progress with the information security project portfolio and strategy. Day-to-day implementation is headed by Ørsted's Chief Information Security Officer.

International frameworks of reference

- International standards, including ISF Framework, NIST and IEC 62443
- Regulatory requirements in the countries where we operate, including EU NIS and NERC CIP.

Actions to become future-fit

Ørsted's way of innovating is increasingly linked to digital technologies. With a landscape that constantly sees new forms of threats, we must enable digital innovation by continuing to include information security from the very first step of project innovation.

SDG contribution

Indicators and targets

No major IT security incidents in 2018



18. Customer experience

Customer satisfaction

Customers around the world are becoming increasingly aware of the impact of climate change and as a result, there is a growing demand for green energy. Energy providers must offer good customer service while adapting to the growing customer demand for green energy.

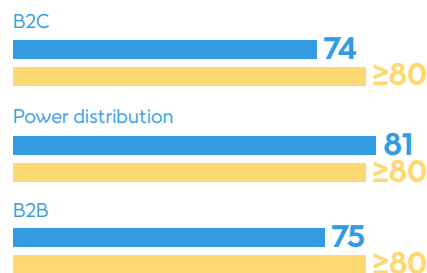
We lead the smart-energy transformation in Danish homes by empowering residential customers to interact with their energy consumption through smart meters, data, and actionable advice. We guarantee that all Danish residential customers are exclusively powered by green energy at no extra cost by procuring green certificates equal to the amount of power sold. Moreover, we aim to increase the digital share of service interactions and simplify the digital experience of our customers.

- We have migrated almost all of our residential electricity customers to a new platform supporting full digitalisation of the customer base.
- Following the system migration, customers have experienced service delays, and this has impacted the customer satisfaction level this year, compared to last year. Nevertheless, customers already operating on the new platform are experiencing more user-friendly services, and we expect this will have a positive impact on customer satisfaction levels going forward.

The EVP for Customer Solutions oversees progress.

Continue the digitalisation of our business to enhance and simplify the customer experience. As announced, we are investigating options to exit our Danish power distribution, residential sales, and city light businesses.

Customer satisfaction (Index 1-100)



● 2018 ● 2020 target

Programme
overview

19. Responsible tax practices

20. Personal data protection

Societal
challenge

Responsible tax

Transparent and accountable tax systems are at the root of prosperous and fair societies. They help fund education, healthcare, and other public services essential for the fulfilment of basic social needs. By paying tax and supporting international tax reform, companies contribute to the development of the societies where they operate, the creation of well-functioning tax systems, and stable institutions conducive to business.

Data privacy

Personal data protection is a fundamental human right and important for trust in today's digital economy. When businesses handle personal data responsibly, they build trust and confidence with stakeholders. In 2018, the EU General Data Protection Regulation (GDPR) came into force with high standards for European privacy protection.

Our approach

We aim to comply with the letter of the law and with the underlying intent to ensure that we pay the right amount of tax, on time, in the countries where we operate. We only use business structures driven by commercial considerations, aligned with our business activities, and which have genuine substance. We pay tax on profits according to where value is created within normal commercial activity. We use tax incentives where they apply, in areas where we have commercial substance. We seek to develop cooperative relationships with authorities and engage in dialogue with stakeholders to support effective tax systems.

We respect the privacy of employees, suppliers, and residential customers by protecting their personal data in line with the GDPR. We have a policy commitment to privacy, including a governance structure to oversee its implementation. We perform risk assessment and gap analysis of our data management, and have procedures for handling of data breaches, IT security protection, and mandatory training.

Our progress

- We have developed a new [corporate tax policy](#), approved by the Board of Directors, following the recent international tax reform and our journey to become a more global company.
- We have also submitted our country-by-country reporting to Danish authorities in accordance with applicable laws.
- And, as of 2018, we are publishing country-specific information about our tax positions in our annual report, section 5.2.

- We have developed a new [General Privacy Policy](#) in line with the GDPR, approved by the Board of Directors.
- We have introduced mandatory training for approx 2,000 employees with leadership responsibility or working directly with personal data in functions such as customer service, HR, and IT.
- IT security measures have been implemented to strengthen processing and deletion of personal data in line with the GDPR.
- Privacy notices have been distributed to residential customers and employees.

Our governance

The Board of Directors is accountable for the tax policy. The responsibility for the tax risk management lies with the CFO and is overseen by the Audit and Risk Committee. The daily management of tax affairs is handled by a centralised global tax team.

The Board of Directors is accountable for our General Privacy Policy. Our in-house legal department is responsible for implementation of the policy with support from compliance officers in the business units and Information Security.

International
frameworks
of reference

- OECD BEPS
- EU Directive on country-by-country reporting
- Applicable local and international tax legislation

- The EU General data protection regulation (GDPR)

Actions to
become future-fit

Continue focus on ensuring compliance and transparency in line with our corporate policy, and on meeting the increasing reporting requirements.

Continue efforts to strengthen our personal data protection programme in line with the GDPR.

SDG
contribution

We seek to contribute to effective, accountable, and transparent institutions at all levels, in line with SDG 16.6

Indicators
and targets

Global income tax paid in 2018 (DKK billion)

We have aligned practices with the GDPR in 2018

3.4



Advancing sustainability performance through materiality

At Ørsted, we translate relevant societal challenges into programmes that address stakeholder expectations and drive sustainability performance.

We live in a world of shifting cultural norms, new technologies, and environmental change that influence the expectations that stakeholders have of businesses.

We conduct a materiality assessment every year to identify and address the changing expectations and societal challenges that can impact our business, and we define programmes and actions for those deemed relevant.

The societal challenges that stakeholders expect us to address can be environmental, social or economic. Climate action, green energy deployment, as well as safety and well-being are examples of societal challenges material to our business.

Materiality steps

1. Understand societal challenges

We learn about stakeholder expectations of how we should address societal challenges through dialogue and engagement with various stakeholder groups.



Political stakeholders and authorities

We engage with political stakeholders and authorities to support the development of conditions conducive to the deployment of green energy.



Local communities

We interact with local community stakeholders throughout the development, construction and operation of our wind farms. For example, in connection with the Hornsea projects 1 and 2 in the UK, we support the growth of local skills and education through community-benefit funds and our Environment & Consents team engages with environmental groups and bodies in a collaborative way.



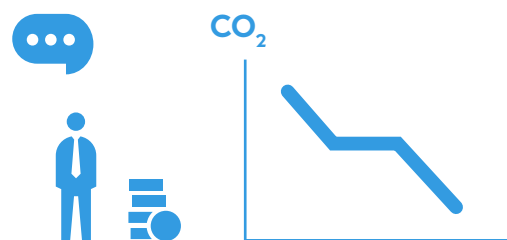
Employees

Our sustainability efforts are a collaborative effort. Our employees are motivated by our vision and also expect that we reduce their environmental footprint at work, including impacts from air travel, road transportation, food, and plastics.



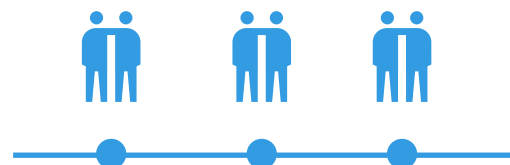
Investors

We discuss our environmental, social and governance (ESG) performance with investors and use ESG ratings to drive sustainability performance. For example, the CDP helps drive some of the climate actions supporting our Green leadership programme, including our carbon reduction target and our new effort to tie executive compensation to our climate targets on green energy share and carbon emission.



NGOs and multi-stakeholder networks

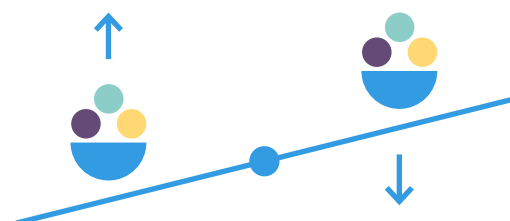
We are in continuous dialogue with NGOs, for instance to discuss biomass sustainability and human rights. We also engage in partnerships, as we do with the World Wide Fund for Nature (WWF) Denmark, and participate in multi-stakeholder networks such as the Danish Ethical Trading Initiative (DIEH). Within the DIEH network, we talk with NGOs, unions and peers about our responsible business partner programme.



2. Assess relevance of societal challenges

Understanding stakeholder expectations enables us to assess how societal challenges are relevant to our business.

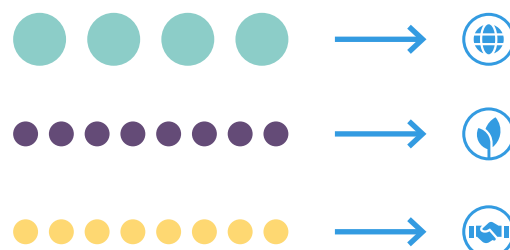
We identify the most material societal challenges by assessing their importance to stakeholders and their relevance to our business.



3. Address relevant societal challenges through programmes

Our 20 sustainability programmes address the most relevant societal challenges and are organised according to three priorities.

The programmes include performance measures and targets where relevant, and a governance structure to ensure accountability, implementation, and reporting. An overview of the programmes is included on pages 43-44.



International frameworks

To help design our programmes, we seek practical guidance in international frameworks, which are based on the expectations that stakeholders have institutionalised over time.

We use the SDGs and the UN Global Compact principles as overarching frameworks for our sustainability work.

We also use specific frameworks for given societal challenges. For example, we are aligning our practices and reporting on climate-related risks and opportunities with the Task Force on Climate-related Financial Disclosures (TCFD) Guidelines.



Labour and human rights in Ørsted

Labour and human rights are addressed through the relevant programmes covering the highest risk areas in our operations and supply chains as identified in the risk screenings we conduct, latest in 2017. For employees, this includes workplace safety, employee diversity and inclusion, and employee well-being. For customers, we run our personal data protection programme, and for local communities and suppliers, we apply our local communities and responsible business partner programmes. This means that we do not report on labour and human rights separately.

Societal challenges not addressed through programmes

In our assessment of societal challenges, we deem some less material for addressing and reporting through programmes in our sustainability report.

As a large amount of our water consumption is linked to our combined heat and power stations in Denmark, in areas with a low-baseline water stress, we do not include programme reporting on this specific matter in our sustainability report. Our separate ESG performance report includes indicators on water withdrawal and wastewater discharge.

Air emissions of NO_x and SO₂ also occur primarily in our combined heat and power stations in Denmark, where we comply with detailed regulatory requirements regarding emissions and reporting. Our ESG performance report includes data on air emissions.

Overseeing sustainability performance through governance

The Board of Directors is the highest accountable body, providing strategic guidance, approving strategic targets, and overseeing the progress of these targets. Group Executive Management is responsible for the sustainability programmes with support from the Sustainability Committee and other appointed committees.

In addition, every sustainability programme has its own governance, including a programme owner that oversees performance, and a responsible person for day-to-day implementation of policies, targets, as well as monitoring and reporting on progress.

Sustainability governance

Board of Directors

Provides strategic guidance on sustainability in Ørsted.

Approves the sustainability targets in our corporate strategy and monitors that they are achieved.
Approves Sustainability Commitment, top societal challenges, and annual sustainability report.

Chair

Thomas Thune Andersen, Chairman of the Board

Audit and Risk Committee

A board committee appointed by the Board of Directors.

Supervises the integrity of the sustainability reporting, the presentation hereof in the annual financial report, and the internal control system for non-financial data. Approves ESG performance report.

Chair

Benny Loft, member of the Board

Internal Audit

Verifies the effectiveness of our sustainability programmes with particular focus on compliance and validity of data.

Group Executive Management

Accountable for sustainability programmes.

Approves annual sustainability materiality assessment and portfolio of sustainability programmes.
Assigns accountability for programmes at executive level.
Proposes the sustainability programme targets that are part of our corporate strategy to the Board and monitors that they are achieved.

Chair

Henrik Poulsen, CEO

Compliance Committee

Appointed by the Group Executive Management.

Monitors our compliance with laws, rules, standards, and internal codes of conduct that apply to our business areas, including within sustainability.

Chair

Henrik Poulsen, CEO

Sustainability Committee

Appointed by the Group Executive Management.

Oversees that we live up to our Sustainability Commitment; reviews sustainability strategy and monitors performance of sustainability programmes; approves the ESG data set.

Chair

Marianne Wiinholt, CFO

QHSE Committee

Appointed by the Group Executive Management.

Oversees that we live up to our quality, health, safety, and environment (QHSE) strategic priorities; reviews QHSE strategy and monitors performance of QHSE programmes.

Chair

Anders Lindberg, EVP

Business units and shared functions

Conduct annual sustainability materiality assessment, establish sustainability programmes, and ensure progress by:

- developing policies and procedures
- setting targets
- defining and measuring performance indicators
- managing and reporting on performance.

Sustainability programmes and SDG contributions

In addition to our key contribution to SDGs 7, 8 and 13, we have an impact on more SDGs through our sustainability programmes

A world that runs entirely on green energy

SDG	SDG contribution	Societal challenge
13	We contribute to SDG 13 by taking action to fight climate change.	Climate action
7.2	We contribute to increasing the share of renewable energy in the global energy mix in line with SDG 7.2.	Green energy deployment
7.2	We contribute to increasing the share of renewable energy in the global energy mix in line with SDG 7.2.	Green energy deployment
9.4	We promote greater adoption of clean and environmentally sound technologies in line with SDG 9.4.	Green energy integration and flexibility

Enabling sustainable growth

15.2	We minimise our negative impacts on forests and seek to promote sustainable forest management in line with SDG 15.2.	Biomass sustainability
11.A	We minimise our negative impacts on local communities and support their economic, social, and environmental development in line with SDG 11.A.	Local content and community impacts
14.2 15.5	We minimise our negative impacts on marine and coastal ecosystems in line with SDG 14.2, and natural habitats and biodiversity in line with SDG 15.5.	Biodiversity impacts
		Talent development
		Talent development
5.5	We seek to ensure women's full and effective participation and equal opportunities at the workplace in line with SDG 5.5.	Diversity and equal opportunity
7.3	We contribute to SDG 7.3 on improving global rates of energy efficiency through our energy efficiency initiatives.	Energy efficiency
12.5	We minimise our negative impacts on waste generation through prevention, reduction, recycling, and reuse in line with SDG 12.5.	Waste management

Business integrity

8.8	We contribute to SDG 8.8 on promoting safe working environments.	Safety and well-being
3.4	We contribute to SDG 3.4 on promoting mental health and well-being through Ørsted Life.	Health and well-being
16.5	We strive to contribute to tackling corruption and bribery, in line with SDG 16.5, through due diligence, compliance training and misconduct reporting.	Business ethics
8.8 8.7 16.5	We seek to minimise potential negative impacts on labour rights, modern slavery, safety, corruption, and bribery in our supply chains in line with SDGs 8.7, 8.8, and 16.5.	Value-chain impacts and business partner conduct
		Information security and cyberattacks
		Customer satisfaction
16.6	We seek to contribute to effective, accountable, and transparent institutions at all levels, in line with SDG 16.6.	Responsible tax
		Data privacy

The table shows how our sustainability programmes impact the SDGs while addressing the societal challenges that are most relevant to our business. The programmes are organised according to our sustainability priorities and include an overview of indicators and current performance.

Ørsted programme	Indicator	Target	Performance 2018
1. Green leadership	Green energy share (%) Carbon intensity (g CO ₂ e/kWh)	2025 target: ≥99 2025 target: ≤10	75 131
2. Deployment of wind power	Installed offshore wind capacity (GW)	2025 target: 15	5.6
3. Greener power stations	Coal consumption (million tonnes) Coal share of fuels in thermal heat and power generation (%)	2023 target: 0 2023 target: 0	1.2 38
4. Integration of green energy	Smart meters installed (number)	2020 target: >1 million	679,000
5. Sourcing of certified biomass	Certified renewable woody biomass sourced (%)	2020 target: 100	83
6. Local communities	We engage in dialogue with stakeholders and invest in community development funds and skill-based initiatives.		
7. Protecting biodiversity	Red-list species in areas with Ørsted offshore operations (numbers): - Critically endangered - Endangered - Vulnerable - Near threatened		0 1 1 1
8. Employee development	Employee learning and development (index 0-100)	2020 target: 80	76
9. Employee satisfaction	Employee satisfaction (Index 0-100)	2020 target: 77	76
10. Employee diversity and inclusion	Women in leadership positions: - Leadership Conference (%) - Middle management (%)	2023 target: 22 2023 target: 30	10 25
11. Energy savings	Share of power purchased for own operations covered by green energy (%)	2018 target: 100	100
12. Resource management	Total amount of waste (excl. oil-containing wastewater) for recycling (%)		77
13. Workplace safety	Total recordable injury rate (TRIR) (per million hours worked)	2025 target: 3.3	4.7
14. Employee health and well-being	We have launched Ørsted Life in 2018.		
15. Good business conduct	Substantiated Whistleblower cases (number) Cases transferred to the police (number)		2 1
16. Responsible business partner programme (RPP)	KYC screenings (number) CoC screenings (number) CoC assessments (number) CoC opened improvement actions (number)		268 248 24 93
17. Information and cyber security	No major IT incidents in 2018.		
18. Customer experience	Customer satisfaction (index 1-100) - B2C - Power distribution - B2B	2020 target: ≥80 2020 target: ≥80 2020 target: ≥80	74 75 81
19. Responsible tax practices	Global income tax paid, total (DKK billion)		3.367
20. Personal data protection	We have aligned our practices with the GDPR in 2018.		

Our business model

Key resources

Financial capital

We finance our investments through cash flow from operations, debt and divestment of ownership interests.

Energy assets

We invest in scalable, innovative green technologies and solutions.

Natural resources

We rely on natural resources, such as construction materials, biomass, as well as locations with attractive wind speeds and seabed conditions.

Human resources

We rely on a highly skilled workforce to operate our business.

Innovative culture

We continuously innovate our energy solutions to drive competitiveness.

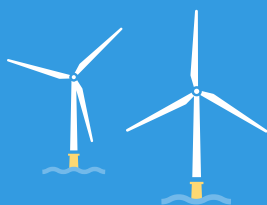
Stakeholder engagement

We depend on constructive relations with our key stakeholders to ensure supportive framework conditions for our business.

Core activities



Capital employed **79%**



Offshore

- Develops, owns, builds, and operates offshore wind farms (three wind farms are under construction).
- Owns 26 offshore wind farms of which we operate 22.
- Development projects in progress in the UK, Germany, Taiwan, and the US.
- Additional new markets being developed in Asia and Europe.

Capital employed **6%**



Onshore

- Develops, owns, builds, and operates onshore wind farms.
- Three wind farms in operation, one wind farm is under construction and two wind farms are under development.
- Explore opportunities within solar PV and storage.

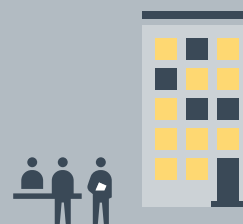
Capital employed **2%**



Bioenergy

- Converts our CHP stations to biomass.
- Owns and operates ten CHP stations in Denmark.
- Enters into long-term contracts with our heat customers and sells power to the market.
- Explores opportunities within biogas and waste recycling.

Capital employed **13%**
of which assets we plan to exit **10%**



Customer Solutions

- Route-to-market services for our own and partners' power, gas and certificates.
- Manage the Group's energy portfolio risks.

Value created



Society

We address profound societal challenges by developing green, independent, and economically viable energy systems that reduce green-house gas emissions, and stimulate local growth and job creation.

Customers

We fulfil our customers' energy needs through green, innovative, and efficient energy solutions.

Employees

We are committed to a sustainable working life and keep a constant focus on being a great and safe place to work with motivated and satisfied employees.

Shareholder return

We create value for our shareholders in the form of competitive total returns.

Sustainability ratings and memberships

UN Global Compact

WE SUPPORT



Ørsted is participant in the UN Global Compact and member of the Action Platform 'Pathways to Low-Carbon and Resilient Development'. Through the action platform, we aim to serve as a catalyst for enhancing action to meet the ambitions of the Paris Agreement and the UN Sustainable Development Goals (SDGs).

WE SUPPORT

Caring for Climate



Memberships



Rating agencies

Elaboration and benchmark

Score



Ørsted is the most sustainable energy-generating company in the world and fourth most sustainable company overall in the Global 100 index.

No. 4



Ørsted awarded highest possible rating.

AAA



Improved our C rating from 2017 to a B on a scale from D- to A. Our CDP report is publicly available, and we aim to achieve an A rating.

B



Ørsted rated as 'leader', placed in the 97th percentile among 188 utilities and no. 1 among direct peers.

83



Ørsted has been awarded a gold medal as a recognition of being among the top 5% performers evaluated by EcoVadis.

77



Ørsted ranked as no. 1 'Sector leader' in diversified infrastructure with highest possible 5-star rating.

84



Ørsted in top 3 of 104 electric utilities and awarded 'prime' status.

B

