

COP PEER REVIEW 2017 – MEETING MINUTES

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Company	Link to COP report	Selected sections for feedback
DONG Energy	Link: http://assets.dongenergy.com/DONGEnergyDocuments/com/Sustainability/2016/sustainability_report_en.pdf	<ul style="list-style-type: none"> • Business model – p. 7+8 • SDG communications – p. 10 +(11,15,19)
Novo Nordisk	Link: https://www.novonordisk.com/content/dam/Denmark/HQ/Sustainability/documents/Novo-Nordisk-UN-Global-Compact-2016.pdf	<ul style="list-style-type: none"> • Environment • Anti-corruption
Maersk Group	Link: https://www.maersk.com/business/sustainability/sustainability-reports-and-publications/reports	<ul style="list-style-type: none"> • Business model – p. 2 - 3 • Human Rights – p. 24 - 27 • Environment – p. 40 - 41
Novozymes	Link: https://report2016.novozymes.com/sustainability/ungc-cop	<ul style="list-style-type: none"> • Report structure – this year it is a short report linking to elaborate notes in the annual report • Materiality matrix • Human and Labor rights

Notes from discussion on selected topics

1. Business Model:

- Maersk has a very visual illustration of the business model and received a lot of good feedback. Inclusion of key numbers indicating the scale of business provide very helpful context to the resources and outcomes represented in the business model
- Dong Energy adopted a very well-structured and simple business model highlighting the core activities of the company. Suggestions on the use of more infographics and specific examples on outcomes and impacts could be considered
- Novozymes business model could benefit from being more specific and including numbers in the description of the resources and outcomes
- General feedback on this section was to visually illustrate the nature of the business with infographics and include key numbers on the resources and outcomes of the business model.

The importance of ensuring the numbers chosen to describe the business model are relevant to the reader and not necessarily fun facts was highlighted.

2. SDG Communications

- DONG Energy articulate their contribution to the SDGs through the impact of their 20 sustainability programs. The classification of the SDGs based on the their impact towards specific SDGs was well received

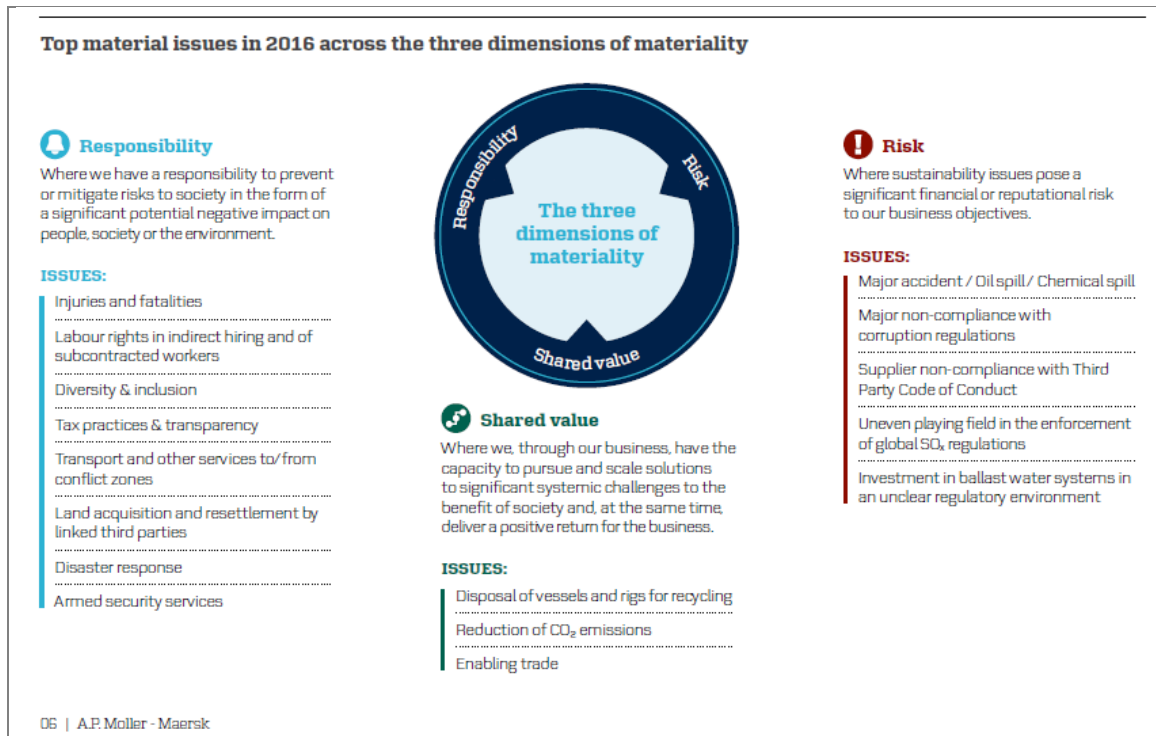


- Novozymes has adopted a similar approach where we highlight our contribution towards the SDG goals through – our own commitments and targets, our impact in the value chain of our business and through targeted global and regional engagements to drive the agenda of the SDGs
- Maersk has conducted an analysis of the SDGs at target-level, which has informed the prioritization of contribution towards the SDGs and reference to SDGs in the Report
- We observed that there were not well-developed frameworks to report on our commitments and initiatives and impacts towards the SDGs
- The idea of limiting the communication of our impact towards the SDGs only to the SDGs where our businesses have potential to have material impact only was discussed

3. Materiality Matrix:

- Dong Energy has tailored sustainability programs to address the material sustainability issues. The material sustainability issues comprise of both risks and opportunities
- Novo Nordisk does not report a materiality matrix and use the Triple Bottom Line(TBL) framework indicating the equal importance and focus on the specific aspects of the TBL

- Novozymes this year reported an integrated materiality matrix comprising of both sustainable and non-sustainable material issues as part of our annual report. We received feedback that this does not communicate effectively the focus and importance we place on the sustainable material issues, especially based on the visual representation of our materiality matrix. Our description of the process and how we address the issues was good and detailed
- Maersk has adopted a new framework to assess and report on materiality issues. This approach is based on the the understanding that sustainability issues can be material as a responsibility, risk, or shared value. They now report their material issues across these 3 dimensions and will further refine and develop this approach in the coming years



4. Human and Labor Rights:

- Maersk discusses their due diligence process and key findings from that process including the number of issues identified and how they have been addressed.
- Novo Nordisk has a lot of focus and initiatives on this topic. This is the largest section of their COP report
- We discussed how to determine the boundary scope for where we are responsible for identifying and mitigating potential adverse impacts, for e.g. the case of contractors.
- As general feedback we discussed improving disclosure on this topic by discussing the dilemmas and examples of findings on potential human rights adverse impacts and how these are being addressed

5. Environment:

- Novo Nordisk reporting on the environment includes disclosure on specific activities on reducing Scope 3 GHG emissions. This was very much appreciated. It was suggested that communicating

the progress and initiatives in a structured scope 1,2 and 3 GHG emissions framework could highlight this better

6. COP Report structure:

- Novozymes this year changed the structure of our COP. The key idea was to make it short while providing more detailed insight on specific topics. This is achieved by linking many sections of our COP to our annual report. This received good feedback as our annual report discloses and discusses our sustainability performance in a very detailed manner
- Novo Nordisk will do the same this year where they will have a short COP highlights report and link to their website for all additional information

7. Other feedback to Novozymes' COP:

- Good to see sustainability and financial topics are integrated and discussed equally in the annual report
- The environment section has a lot of focus with examples and cases
- On progress on Human rights: due diligence and impact assessments – give examples of findings