

# How to win with sustainability and the Sustainable Development Goals

Model, cases and lessons learned from the project  
From Philanthropy to Business



# Preface

Sometimes, it is difficult to tell exactly when a journey starts. But in the case of our journey towards finding ways for Danish companies to work strategically with sustainability it is, in fact, very easy. On Friday 25 September 2015, all 193 UN member nations voted to approve the 17 UN Sustainable Development Goals (SDGs). That was a historic day as the world was introduced to a new and common language for addressing sustainability across all stakeholders - private and public - and thus a crucial tool in the creation of a more sustainable future for our planet.

Not long after, in January 2016, the Business and Sustainable Development Commission was launched in Davos. It brought together leaders from business, finance, civil society, labour and international organisations with the aim of mapping the economic prize that could be available to business if the SDGs are achieved, while also describing how business can contribute to achieving these goals. In January 2017, the Commission released its report - Better Business, Better World - in which it concluded that "... achieving the Global Goals creates at least US\$ 12 trillion in opportunities".

As the leading Danish business organisation in Denmark, the Confederation of Danish Industry (DI) has an obligation to assist its more than 17,500 member companies to tap into this massive business potential. However, quite early, it was clear that Danish companies would have to include sustainability in their core strategies in a novel way, as sustainability is destined to become an essential part of future business competitiveness. For this purpose, a new model with a new set of tools was required.

With the generous support from The Danish Industry Foundation, DI therefore developed a project named From Philanthropy to Business in the Spring of 2017. The project aimed at both developing a new model for businesses to work strategically with sustainability and the SDGs, as well as ensuring an efficient dissemination of the SDGs and their impact within the Danish business community. At the centre of the project was 21 Danish companies

– large, small and medium-sized and within a broad range of industries. They primarily had one thing in common: A strong desire to integrate sustainability in their business strategies.

These 21 companies became the project 'test pilots' and in the course of more than 2 years, we have worked closely with them. Jointly with dedicated staff on all levels within the companies, we have developed, tested, modified and finalised several tools and methods that allows companies to efficiently add sustainability in their corporate strategy development and execution.

In this document, you will be introduced to the model that we developed as part of From Philanthropy to Business as well as to the 21 companies and their learnings from the project. We hope you will be inspired and interested in applying the findings in your own company.

We wish to again extend a big thank you to The Industry Foundation for their generous financial support and leadership, as well as to our project partners in UN Global Compact Denmark and Copenhagen Business School for the important roles that they have played.

To survive and thrive in the 21st century, a company does not need a sustainability strategy – it needs a business strategy based on sustainability.

Please reach out for more information.

**The Project Team,**

**From Philanthropy to Business**



Confederation of Danish Industry

FRA FILANTROPI  
TIL FORRETNING



## The Power of Fællesskab

There is a Danish word, fællesskab, which true meaning is lost in translation. Roughly translated as 'community,' in Denmark the word fællesskab embodies a deeper sense of togetherness. Born from the pragmatic sensibility known by hard-working Danish farmers, fishermen, craftsmen and businesspeople for centuries, the Danish commitment to fællesskab is based on a shared belief that individuals – whether they are companies or towns, people or nations – are stronger when they work together as a group. Even if their interests diverge, whatever they share serves them best when the challenges and opportunities they confront alone are also what bind them together.

The Confederation of Danish Industry (DI) is one of the most powerful, enduring manifestations of the power of fællesskab in Danish public and business life. Comprising over 65 per cent of Danish businesses, together these individual companies reap enormous benefits through collaboration, having a collective influence far beyond the sum of their individual skills and resources. A shared community of many different business associations in one family ensures that Denmark remains the best country in the world to establish and run a successful business. Together, we believe that strong and responsible businesses provide the foundation for a strong, prosperous and peaceful society for all.

The challenges of the 21st century are orders of a magnitude above anything before witnessed in human – and even geological – history. Climate change and biodiversity loss are perhaps the challenges that most urgently need to be addressed. Without a swift, decisive and global response by businesses, governments and society at large, these challenges threaten nothing less than life as we know it. They are also shaking the very bedrock on which businesses and our prosperous societies are built. But solutions to these challenges will fail if they do not also address social issues such as poverty, inequality and gender inequity. The ability to provide a better standard of living for all, without compromising the ability of future

generations to meet their own needs, is the greatest challenge humanity has ever faced.

## The Global Goals

The Global Goals – also known as the Sustainable Development Goals – are the world's first comprehensive framework to address this set of challenges. With the commitment of 193 nations to address the world's most important challenges by 2030, they represent not only a powerful framework for companies to join the fight for a robust, prosperous future, they also offer a clear and simple language to communicate this effort, whether to their employees, to society at large, or to their customers.

The Confederation of Danish Industry (DI) has one main goal: to help our members win. To plan and execute a successful business in the 21st century offers more opportunities than ever, and – in an age of increasing globalization, regulation and digital technologies – it is more complex than ever. DI believes that the challenges of sustainability will be an important factor of competition for driving a successful business in the 21st century, and that if our members are to win, they must not only master the challenges of sustainability, they have a moral responsibility to do so.

For some companies the challenges of the Global Goals will represent another set of competitive factors to which they must adjust in the ever-increasing race to compete. Integrating the Global Goals into their strategies and operations is the only guarantee for their survival, a necessary step to ensure that their businesses are 'future fit' in an age of exponential change.

For other companies, the Global Goals represent enormous market opportunities. The ability to provide the solutions of the future, today, whether in housing, healthcare, manufacturing, transport, or any one of the dozens of industries that will be required to transform themselves in the 21st century, offers innumerable possibilities for innovating new products and services, stronger positions

and brands, more optimized use of materials and energy and more. Some have even called the Global Goals a 'purchase order from the future.'

But for businesses, small and large across Denmark and across the world, as well as for humanity at large, there is no time to wait. To secure the foundations of a prosperous Denmark that participates in global markets and institutions, Danish businesses must begin to do more than just consider the threats and possibilities of a radically different world. They must act.

## From Philanthropy to Business

At DI, we approached these challenges with a keen sense of what drives and motivates business success and we took a new and profoundly different approach to sustainable business compared to previous decades of efforts. Rather than ask 'how can we help our businesses to become more sustainable,' we asked 'how can businesses engage with sustainability to drive a stronger and more future-proof business simultaneously with participating in creating the solutions to the challenges in the world?' I.e. how can sustainability help Danish businesses drive growth, achieve stronger sales, generate more profits, and ensure that their companies and strategies are fit to navigate an ever-changing future?

This approach sought to move corporate social responsibility – or CSR – into strategy. It sought to make sustainability relevant not only for public affairs, communications, HR and legal departments, but powerful and relevant for sales, marketing, production and innovation professionals as well. This approach – called 'From Philanthropy to Business' – sought to unlock the secrets to a simple and altogether complex question:



*Can businesses use sustainability to drive a stronger business, and if so, how?*

The results are in. The answer is a resounding yes. DI's members have pioneered countless. The stories in this report have provided irrefutable evidence that it is possible to integrate sustainability into business strategy to drive stronger business results. Time and again we have seen Danish companies - small and large - optimize their business by bringing new products to market, in partnership or alone, capture market share through more sustainable products, solutions, positioning and operations, increase employee engagement, guide their companies with a stronger sense of purpose, deepen customer engagement, attract new customers, and much, much more.

But the truth is that it is also incredibly hard. In business-to-business markets, customers are often concerned with price, price, price, followed by quality and delivery terms, with sustainability being a distant and often insignificant part of tender terms. But the companies profiled here have found that it can still be a relevant tool, and that in many markets this picture is rapidly changing.

In consumer markets we have found that most consumers may express a desire for sustainability, but convenience is just as important to what goes in their shopping basket. And whilst the consumer market for sustainable products was the fastest growing FMCG segment ever in recent years, it is still just a fraction of what is in consumers' shopping carts. But even here, our companies have found that despite the challenges, sustainability can offer a highly relevant set of strategic and tactical tools, alongside the many others employed in today's competitive markets.





Overall, it is clear that a sustainability strategy is not enough for a company to thrive in 21st century markets. They need business strategies that are sustainable.

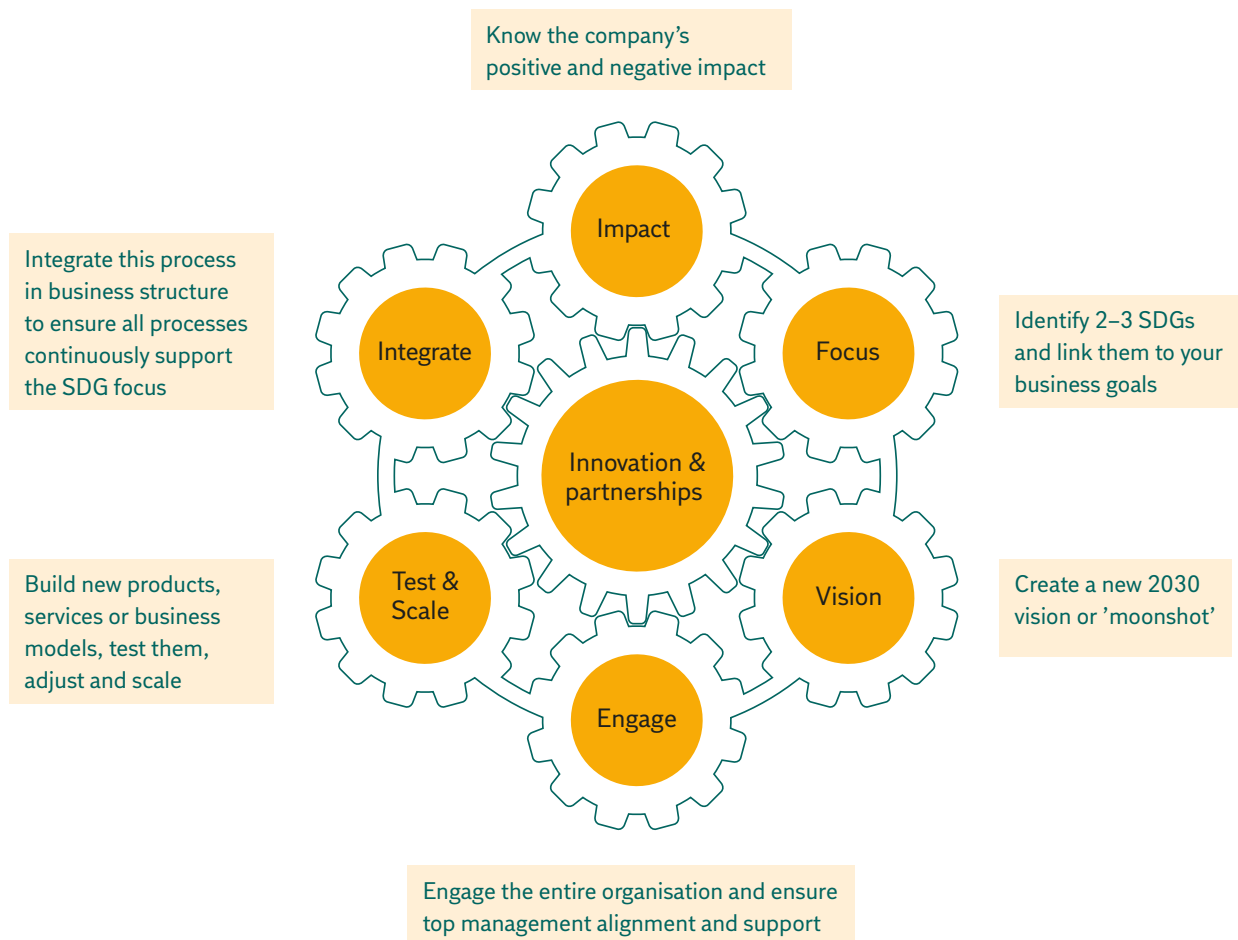
way. Sustainable business development is a space filled with dilemmas and paradoxes. There are no easy fixes, and no quick wins. But some common themes have clearly emerged along the way.

## Lessons Learned

What we have learned along the way have been the hard-won lessons of the 21 brave test pilot companies profiled in this report. At DI, we are not only the biggest fans of Danish companies, we are also deeply humble against the difficulties they face every day. Whilst Denmark may be the best country in which to operate a business, it has never been easy, and the recent COVID-19 crisis has only made it harder. Our pride in their stories and successes is matched only by the respect we have for the difficulties they have confronted on their way to becoming more sustainable. Everything we have learned in this project, we owe to them. There were several surprises along the

### A NEVER-ENDING JOURNEY

The project team started with a '5 step model.' It was intended to guide companies through the necessary steps of transforming their strategies and operations through straightforward steps in a process. But we found that for the best-in-class companies, the journey was anything but linear. Rather than take single actions that they followed with other sets of actions, these companies continuously developed sets of core competencies that they improved and refined and integrated with other competencies. We saw our picture of this process transformed from a linear model – like pearls on a string – to a circular one, where



companies continuously improved both their sustainability and its integration into business strategy.

This is literally a never-ending journey. Because the demands of sustainability – using materials as circularly as possible, using as little energy as possible, ensuring that it is renewable energy, removing harmful chemicals, protecting workers and their rights, offering products and solutions that contributes positively to the world by solving the current challenges – are so complex and difficult, companies will never arrive at the destination. But in this way, the challenges can also continue to renew the companies' sense of purpose and strategic direction and serve as a bottomless well of potential competitive advantage.

## COMPETENCIES - NOT STEPS

The model above is our best understanding of what these companies have in common. What is the minimum set of

capacities and abilities that companies must possess in order to win with sustainability? Because it is a circular model, it also provides different points of entry for different functions in the company, where a Head of Human Resources might focus on engagement, and a Head of Research and Development might focus on Innovation and Partnerships. One participant has even commented that she found 'loops within the loops', where iteration of build-test-learn-adapt happened within individual competencies at her company.

There are, undoubtedly, other maps of this process that differ slightly and offer other insights into what these businesses have in common, but this picture has resonated well with our participating companies, with DI's members at large and has been supported by the research on sustainable business.

## FOCUS

Whilst some proponents of sustainable business have asked companies to thoroughly map out every connection to each of the 17 Global Goals, the project team found that this process is more relevant to a thorough materiality analysis or an exercise such as the UN Global Compact Commitment on Progress. In order to identify potential areas of business opportunity, the companies that win focus on 2-3 key areas of impact. Often, the Global Goals in focus reflect areas of negative impact in their industry or company and then seek to reduce or eliminate these impacts. A company can for example reduce or remove its use of harmful chemicals to position its products as a sustainable choice, and perhaps even reduce the costs of their disposal.

But just as importantly, and perhaps unique to this project, the project team identified the crucial step of linking this Global Goals focus to a clearly identified business target with a clear target owner. A focus on Goal 12 and selected targets and indicators is fine, but it will not necessarily deliver business results. Why – from a business perspective – is this Global Goal relevant for the company? Is it seeking to cut costs through optimization of energy and materials costs? (if so, perhaps the Production Director is an important stakeholder). Is it seeking to create new innovative solutions that solve some of the global problems? (then it is a task for the Product or Business Development team to look at). Is it seeking to brand and position its products as particularly circular and less harmful to the environment? (then maybe Sales and Marketing are key target owners). Whatever the case, companies that succeed know the answers to the question: to which specific business results is sustainability contributing, and who in the company is responsible for the process?

capture the business relevance of sustainability, often powered by a bold transformative vision of a more sustainable future. The facts turned out to be surprisingly different, and a little more complicated.

There were, indeed, companies that struggled to unleash the innovative power and new perspectives of the Global Goals from a business perspective. This type of companies demonstrated a command and control approach, and they were obsessed with a relentless focus on their negative impacts.

However, the second class of companies – the visionary leaders, able to seize and capture the value of the sustainable revolution – is able to do so, not in spite of a sharp and relentless focus on negative impacts, but actually due to this focus. This capacity was not something that differentiated them from the first class of companies, but something they had in common. For many of these frameworks, like the UN Global Compact Commitment on Progress, provide an invaluable framework to help them know, measure and report on their impacts.

But best-in-class companies go further than command and control. And they often do so through the power of bold, transformative visions, sometimes called ‘moonshots’. This term is inspired from the vision that President John F. Kennedy communicated to the world to land a man on the moon before the end of the decade, at a time when the American Space Agency was under-resourced, under-budgeted and technically behind the Soviets. But this did not stop the president from making a commitment.

## MOONSHOTS: VISION VERSUS COMPLIANCE

The project team started with a view that there were companies that took an approach of risk, control and compliance to CSR and sustainability, and then there were the strategic leaders, those who were able to identify and

Moonshots confer many advantages to the companies that can commit to them:

- Moonshots can serve as a long-term, strategic North Star for the entire company
- Moonshots can provide the purpose that harnesses a higher level of engagement from employees
- Moonshots can attract and retain top talent – particularly amongst purpose-driven millennials
- Moonshots can attract customers and partners
- Moonshots can unleash breakthrough innovation.

In fact, if the company has announced an ambitious goal that it is certain it can implement, based on known methods and strategies, then it is not a true moonshot. Transformative visions – the ones that unleash exponential results – require that the company commits to a world goal that it does not have all the answers to achieve.

But these moonshots are nothing without a solid and continuous understanding of the company's impacts across the Global Goals. These two competencies exist in a dynamic tension in sustainability leaders, with the vision filling the sails of the company's ship, whilst the continuous measurement and improvement of the impact serving as the ballast that ensures that it is not blown off course.

## INNOVATION AND PARTNERSHIPS

Innovation happens across sustainable business leaders. Not just in going to market with new products and services, but innovation in terms of internal processes, innovation in the use of materials and types of materials, innovation in the way that employees are organized, engaged and managed, innovation in the types of partners and partnerships with which the company engages.

The global challenges themselves will require exponential results from society and companies. And the Global Goals provide a unique platform for companies to innovate not only within and across their company, but also with customers and external partners. As so many companies mobilize to face the challenges and seize the opportunities, facing new regulatory barriers, new opportunities for employee engagement, new pressures and opportunities from investors and owners and new demands from customers, the innovation opportunities are boundless.

Innovation and partnerships are therefore at the heart of the companies that succeed with sustainable business. They cultivate a culture and the means to see new perspectives and business possibilities in the challenges that sustainability poses and find a product-to-market fit that makes sense for both customers and consumers as well as the environment and society.

## TONE FROM THE TOP

When the project started, we knew that top management would play a crucial role. The messages from top management have been documented as the most significant factor in how employees act when it comes to sustainability. I.e. a person may be a climate activist or a vegetarian in private life, but the signals and messages from top management are still the most significant factors that determine how they behave at work in terms of sustainability.

The project team also learned about the crucial role that employees play in driving the business transformation. A meaningful engagement with employees on sustainability means communicating exactly what is going to change for them and how they must act differently within their job functions. The best companies are clear about defining key roles, sustainability ambassadors and functions. They are also clear about whether they expect a culture, a policy or a procedural change from their employees to drive business value from sustainability.

Perhaps most important of all is engagement with commercial managers. When the company's lead sales, marketing and innovation managers begin to see the relevance and value of sustainability and how it can help reach their goals and targets, then the wheels of sustainable business value really begin to turn. Sustainability becomes a new language across the company, one that is truly different from a CSR approach alone to one that also includes a real business impact.




The project team is grateful for the 21 test pilot companies, whose cases are shown in this book, and excited and hopeful about the future.

Together we create green growth is not just a marketing slogan – it is DI's moonshot. And together with our more than 16,000 members, we go all in.

## The Next Chapter

The project team learned so much from our test pilots, and we believe that you will find enormous learning in the detail of the cases that follow. But there is simply too much learning to share here. We have therefore built an SDG platform that includes much more of the knowledge, learning and tools from this project and others, and this web universe will grow and expand as our journey continues. We are also publishing a book with the Danish publisher Samfunds Litteratur in the winter of 2020 titled *Forretning for Fremtiden*, or, 'Business for the Future.' And we have exciting new projects in the pipeline for 2021 and beyond.

And perhaps most importantly, the Confederation of Danish Industry (DI) has its own kind of moonshot, a bold, new vision for the Danish economy where we harness the enormous potential of the sustainable transition to ensure that Danish companies are both more sustainable and more competitive than ever before. DI's 2030 plan, *Together We Create Green Growth*, presents a concrete plan to:

-  Increase Denmark's wealth by at least DKK 110 billion in 2030
-  Create additional 120,000 jobs in private companies
-  Reduce Denmark's CO2 emissions by at least 65 per cent.

**WEBSITE**

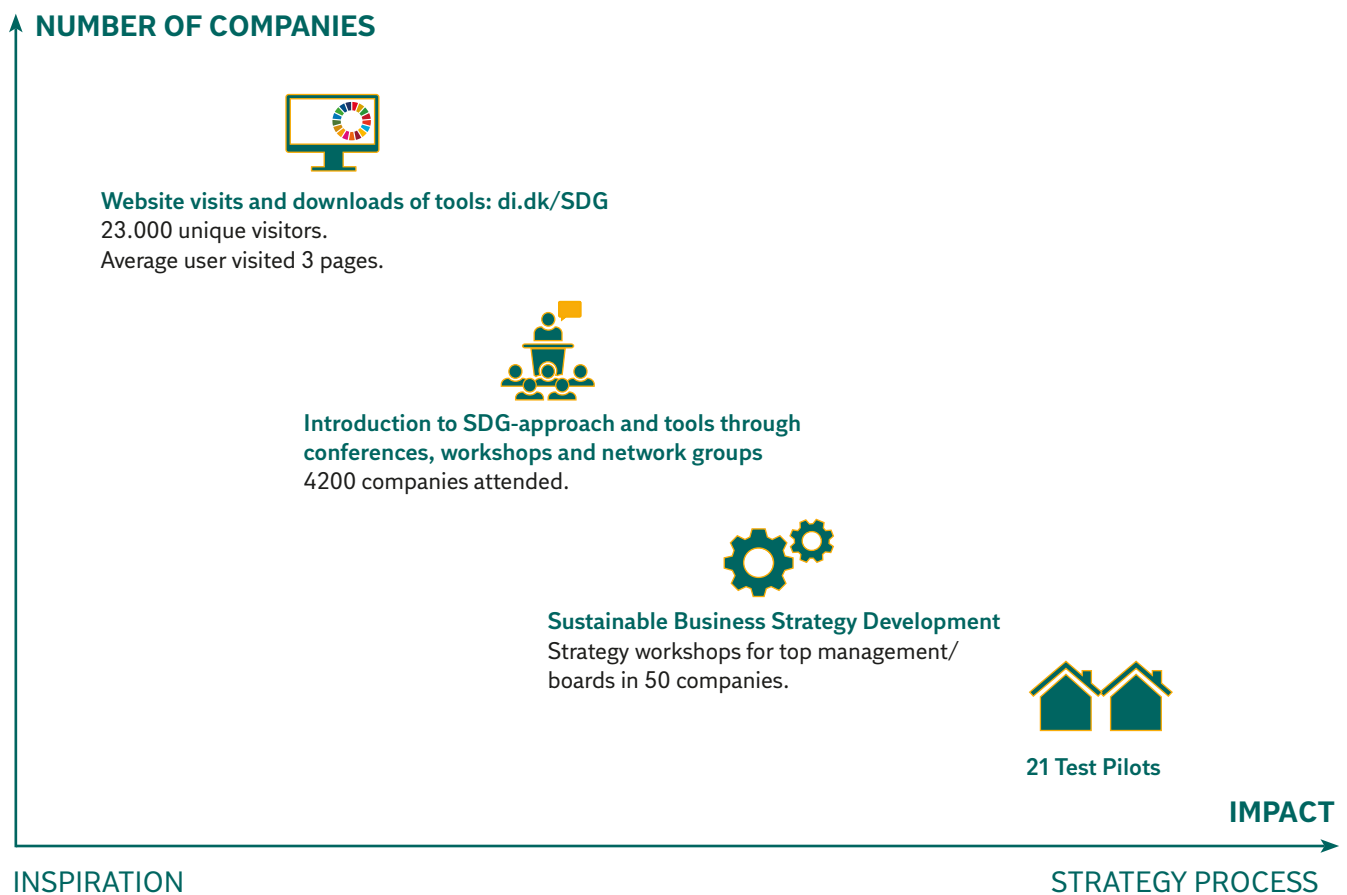
[www.di.dk/sdg](http://www.di.dk/sdg)



## From 21 to 27.250 companies

While the 21 companies provided irrefutable evidence that it is possible to integrate sustainability into business strategy to drive stronger business results, their individual journeys helped us understand exactly what it takes for a company to overcome the challenges you meet on the way to successfully integrate sustainability into business strategy. Along the road, the company highlighted issues and solution to those – and helped us create and verify tools for efficiently kickstarting and driving the process.

Tools that has proved efficient regardless of industry, size of organization and sustainability maturity. Based on the lessons learned with the 21 test pilots and the tools cocreated with them, we are happy to announce that we have managed to help 27.250 companies kickstart a similar process since we started the project in 2017.



# CASES

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DKK 30 million

Turnover

15

Employees

Children's Furniture

Industry

## 2030 vision

We give parents in most parts of the world access to the Nordic perspective of children's upbringing: play, creative learning, motivation and body awareness. We facilitate and communicate the newest science-based knowledge giving children equal opportunity to develop their personal, social and educational skills. We collaborate with parents, private and public influencers, role models, experts and likeminded partners to make an impact for as many children as possible.



*To save the world, we need empathy and collaboration skills. It is crucial to promote children's desire and motivation to learn, generate ideas and think in sustainable alternatives. Even more important is their ability to relate to others and to their environment in a positive way: Sustainable people can make sustainable decisions!*

## Our starting point / Motivation

In February 2018 we joined "Småbørnsløftet" (The Toddlers' Pledge) founded by DEA Tænketank and Egmontfonden: All children must from an early age have the same opportunities to thrive, learn and develop in a community.

We are very proud to be part of this important pledge. It has not changed our overall mission, but following a Sustainable Development Goal creates further direction in our company and affirms the value of our work.

## About us

We design tumbling furniture supporting active and creative play in our pledge to give children a happy childhood of movement and development. We host events inviting families to play while getting educated in the importance of motor skill development, because studies show that children with good body awareness have improved learning skills, they function better socially and feel more confident.



## We work to achieve these Sustainable Development Goals (SDG)



## Our primary SDG Targets

SDG 4:

- 4.2 By 2030, all girls and boys must be guaranteed access to high-quality early childhood development, care and pre-school education so that they are ready for primary school education.

SDG 12:

- 12.5 By 2030, the amount of waste must be significantly reduced through prevention, reduction, recycling, and reuse.

## Sustainability is part of our strategy, which we implement by

- SDG 4 - Quality education: We want all children to have the same opportunities to thrive, learn and develop in a community. This is the core in bObles. All our products and services support this goal.
- SDG 12 - Responsible production and consumption: Our products are classic, high quality and passed down from child to child and from family to family. Our products have a long life-cycle.
- SDG 17 – Partnerships: Our desire is to reach out to as many children as possible. To do so, we want to expand and share our knowledge in close collaboration with likeminded partners. We work with NGO's as well as commercial partners.



DKK 30 million

15

Children's Furniture

Turnover 2019

Employees

Industry

## Our journey and lessons learned



### Challenge 1:

How can we support Småbørnsløftet (The Toddlers' Pledge) which aims to ensure that all children from an early age have equal opportunity to thrive, learn and develop in a community (Sustainable Development Goal 4)?

### Solution:

In collaboration with researchers, experts and practitioners, we have designed the *Initium* app. It features interdisciplinary content aiming at motivating, inspiring and guiding parents to create the best conditions for the child's personal, social and professional development.

The content is accessible for free on the *Initium* app and follows the development of your child for the first 1,000 days of its life.

### Result:

We have soft-launched the first part of *Initium* app with content for 500 days and are in dialogue with relevant partners about the completion of the Danish version. Next step is an English version.

### Lessons and advice:

*Partnerships are essential for smaller companies like us, as we need to collaborate with other organisations and companies with similar visions and purposes to reach our goals and to ensure that our knowhow is distributed to a wider network and customer base.*



### Challenge 2:

How can we support SDG 4 and at the same time increase sales of bObles products?

### Solution:

bObles break

We offer parents a subscription model for selected bObles Furniture with creative play, activities and professional advice in relation to the age of the child and developmental stages. It takes place on facebook with weekly live sessions hosted by a professional.

A community for parents sharing experiences with other families.

### Result:

The first bObles break group is up and running and we are about to launch eight more in 2020 – four groups in Denmark, two in Norway and two in Sweden.

The groups are created in collaboration with private companies.

### Lessons and advice:

*Create communities to build a stronger relation to customers, field experts and influencers. This is particularly important when you have specific knowhow you need distributed to support you delivery to the SDGs.*



### Challenge 3:

Responsible consumption

Our products are classic, high quality and passed down from child to child and from family to family, but we want to further minimise the "waste of tumbling furniture" – Goal 12.

### Solution:

Usership subscription

We offer parents a subscription model for usership of bObles Tumbling Furniture followed by professional advice on creative play and activities. Everything is customised to the age of the child and its developmental stages. The family is free to return the Tumbling furniture at any time.

### Result:

We are currently in the coding process and expect to launch our usership model start 2021.

### Lessons and advice:

*Consider shared ownership options to give more people access to your products and to enhance the relevance and use of your products for a longer time, thereby optimising product life cycle and delivering on goal 12.*

USD 6.1 billion

Revenue

10,000

Employees

Food, Bioscience and Pharma

Industry

## 2030 vision

Catalysts for a healthy and sustainable world.

”

*“For decades, DuPont has demonstrated an unwavering commitment to reducing our environmental footprint and incorporating sustainability measures into our business strategies. Sustainability is a key market driver and growth lever for us.”*

### Our starting point / Motivation

DuPont Nutrition & Biosciences has been working with sustainability for many years and we are focusing on both sustainable sourcing, operations, and solutions. But we wanted to get a 20,000 feet view on our initiatives and solutions and better understand how we can further support the UN SDGs.

### About us

DuPont Nutrition & Biosciences is a world leader delivering innovative and sustainable solutions across food, health, pharma and biotech industries.



### We work to achieve these Sustainable Development Goals (SDG)



### Our primary SDG Targets

#### SDG 3

- 3.4 By 2030, reduce by one-third premature mortality from non-communicable diseases.

#### SDG 7

- 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.

#### SDG 12

- 12.3: By 2030, halve per capita global food waste at the retail and consumer level, and reduce food loss along production and supply chains including post-harvest loss.

### Sustainability is part of our strategy, which we implement by

- At DuPont Nutrition & Biosciences, we view the United Nations Sustainable Development Goals as a clear guide for more deeply embedding sustainability into our business and innovation model. We are on a continuous quest to lessen our footprint and extend our handprint – i.e. do no harm and do more good.
- Every day, we help our customers address some of the world's biggest challenges by providing ingredients, solutions and innovations to, for example, make bread stay fresh longer, develop tasty plant-based alternatives to meat, improve well-being through products with targeted health benefits, increase the effectiveness of medical products or enable more sustainable laundering.

USD 6.1 billion

Revenue

10,000

Employees

Food, Bioscience and Pharma

Industry

## Our journey and lessons learned



### Challenge 1:

- Ensuring involvement, commitment and direction from top management.

### Solution:

- We organized a workshop for top 50 leaders focusing on the UN SDGs, strengths, weaknesses, opportunities and threats.

### Result:

- More awareness and commitment as well as clear direction on which SDGs to prioritize going forward.

#### Lessons and advice:

Key enabling tools: *SDG Compass and SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.*



### Challenge 2:

- Lacking integration of SDGs in overall business strategy.

### Solution:

- The solution was a combination of the SDG workshop as well as discussions in the Sustainability Decision Board (established 2017).

### Result:

- The new business strategy clearly integrates sustainability and the UN SDGs as one out of five foundational pillars and one of our four key market drivers: a growing and aging population, an increasing focus on sustainability and climate, a consumer wish for increased health and wellness and affordable healthcare.

#### Lessons and advice:

Key enabling tools: *Interaction and workshops with senior leaders – and close collaboration with strategy team.*



### Challenge 3:

- Embedding the UN SDGs in new product development and portfolio management.

### Solution:

- A model has been developed to integrate sustainability and the UN SDGs in our innovation model and we are currently finalizing a so-called Portfolio Sustainability Assessment (PSA) to better understand how our solutions positively or negatively impact the UN SDGs.

### Result:

- Design4Sustainability innovation model addressing sustainability and the UN SDGs in relation to the innovation pipeline.
- Development and application of PSA model that now covers solutions representing more than 50% of N&Bs entire portfolio.

#### Lessons and advice:

Key enabling tools: *Ecodesign tools (various) and Portfolio Sustainability Assessment (PSA) Framework developed by WBCSD.*

DKK 10 million

Turnover

12

Employees

Lighting

Industry

## 2030 vision

We work for a world where lighting makes people healthier and all lighting fixtures are circularly produced.

”

*It's hard work to make the SDGs a part of all steps in your business model. However, in the end it is worth it in terms of bottom-line and to secure a brighter future.*

- Lars Elmvang, Partner

## Our starting point / Motivation

Fischer Lighting is born sustainable, but we had not worked actively with the SDGs previously. So when we learned of the project, we saw a great potential in participating in order to strengthen our sustainability focus and getting a shared tool to communicate what we do.

## About us

Fischer Lighting renews existing lighting fixtures, using state-of-the-art, fully certified and individually adapted LED-solutions. Using our patented method, we are able to reuse and upgrade any type of lighting fixture with the newest LED technology. We not only upgrade the electronics but also the design.



## We work to achieve these Sustainable Development Goals (SDG)



## Our primary SDG Targets

Focus: Our business model is built on SDG 12 and 7. In addition, we work with the newest research in order to make light improve human health in line with SDG 3.

- 3.4 Promote mental health and well-being
- 7.3 Double the global rate of improvement in energy efficiency
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse

## Sustainability is part of our strategy, which we implement by

- Developing new award winning, sustainable design products in cooperation with leading architect companies.
- Developing a new business model for gathering old worn out lighting fixtures, transforming and renovating them and selling them as new.
- Creating new partnerships with companies that strengthen our sustainability capabilities and enables us to support socially vulnerable people in getting a job.
- Implementing new solutions utilising the newest knowledge allowing us to affect the production of hormones in our body.



DKK 10 million

12

Lighting

Turnover

Employees

Industry

## Our journey and lessons learned



### Challenge 1:

- Development of products: Incorporate new research into our products. How can we use light to improve human health through human centric lighting?

### Solution:

- Developed cooperation with DTU Photonics. Found test projects where solutions can be tested in practice.

### Result:

- All our solutions can now be delivered with human centric lighting.
- References from both school, office and nursery home

### Lessons and advice:

*Cooperations with universities is a great way to gain new knowledge that can lead to implementation of actual products. Important to find potential demonstration projects quickly.*



### Challenge 2:

- Thousands of lighting fixtures are ending up as waste because of outdated electronics and designs.

### Solution:

- New business model for collecting, renovating and selling old fixtures that would have been thrown out.
- Cooperation with leading architects in order to create an attractive design from the old fixtures.

### Result:

- Business model is being implemented.
- Realdania is supporting the implementation with funding.

### Lessons and advice:

*Use potential support and funding programmes to overcome investment barriers. We used funding from Industriens Fond to create a business model that convinced Realdania to fund parts of the implementation.*

**DKK 20,646 million**

Turnover

**11,700**

Employees

**Cement & mining**

Industry

## 2030 vision

To enable customers in cement and mining to operate with zero emissions

”

*Minerals and cement are necessary building blocks of the economic development and the green transition. We will enable our customers in the mining and cement industries to produce these materials with less environmental footprint.*

**Thomas Schulz Group CEO**

### Our starting point / Motivation

An estimated 12% of global Co2 emissions come from cement and mining. We need these essential industries to support economic growth and transition towards a low carbon society. But we need to help them to do that with less environmental impact. As the leading technology provider in the sector, we see it as an opportunity and a responsibility to play our role in the transition by investing in new technologies and partnerships.

### About us

FLSmidth provides sustainable productivity to the global mining and cement industries. We deliver market-leading engineering, equipment and service solutions that enable our customers to improve performance, drive down costs and reduce environmental impact.



### We work to achieve these Sustainable Development Goals (SDG)



### Our primary SDG Targets

- 7a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil fuel technology, and promote investment in energy infrastructure and clean energy technology.
- 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.
- 13.2 Integrate climate change measures into national policies, strategies and planning.

### Sustainability is part of our strategy, which we implement by

- Our Sustainability Programme *MissionZero* forms part of our business strategy and drives our commercial approach to sustainability. It focuses on:
  - Dedicated sustainability-related R&D with a clear pathway towards zero emissions by 2030.
  - Partnerships and collaborations to find solutions.
  - Advise and work with key decision makers, national and international organisations to promote technological solutions to address climate change.

**DKK 20,646 million**

Turnover 2019

**11,700**

Employees

**Cement & mining**

Industry

## Our journey and lessons learned



### Challenge 1:

- Engagement.

### Solution:

- Co-develop the sustainability programme with the business owners to deliver a bottom-up ambition and implementation plan.

### Result:

- A signed-off long-term ambition by top management.
- A visible sustainability programme that engages employees, customers and policy makers.
- Recognition of FLSmidth as technology leader and 'part of the solution'.

#### Lessons and advice:

Bottom-up workshops with wider functional owners, a visible easy-to-understand programme (not a strategy!)



### Challenge 2:

- Measurement (of progress of targets that are 'beyond your control')

### Solution:

- Adoption of the science-based targets that enable a framework for scope 3 upstream measurement.
- 3-level KPI setting on (i) ability, (ii) delivery, (iii) capability.

### Result:

- Clear guidance on how to measure progress.

#### Lessons and advice:

Science-based targets protocol.



### Challenge 3:

- Change management.

### Solution:

- Show the future pathway, show how you walk the talk.

### Result:

- Buy-on from key stakeholders across business.

#### Lessons and advice:

Roadmaps (Show the future)

DKK 60 million

Turnover

65

Employees

Urban Design and Consulting

Industry

## 2030 vision

We work for cities and communities to be equitable, healthy and sustainable places for all.

”

*Our work strives to combine short-term action with long-term planning. That approach is vital to achieving the ambitious targets of the SDG framework while still making tangible and incremental improvements to people's everyday lives.*

### Our starting point / Motivation

Gehl has always worked with the values captured by the UNSDG framework, but we were missing a common vocabulary, tools and inspiration to engage our clients, which the DI programme provided.

### About us

Gehl are urban strategists and designers, who put people first.

We work in cities around the world to help people solve their most difficult challenges.

We are a dynamic, talented, international team from varying backgrounds, who share the values and ambitions of making cities for people.



### We work to achieve these Sustainable Development Goals (SDG)



### Our primary SDG Targets

- Ensure access for all to affordable housing
- Ensure access to sustainable transport systems
- Balanced urbanisation and participation
- Safeguard cultural and national heritage
- Protect vulnerable populations
- Improve air quality and negative impact of waste
- Provide inclusive public space
- Connect national, regional and local planning
- Incorporate sustainability and resiliency in all plans
- Support least developed countries

### Sustainability is part of our strategy, which we implement by

- Engaging the entire organisation to clarify and anchor our purpose and sustainability to inform our company wide strategy.
- Using the SDG goals as a guide for our investments and partnerships.
- Utilising the SDG goals in our projects, especially in relation to our neighbourhood master planning projects.



DKK 60 million

Turnover 2019

65

Employees

Urban Design and Consulting

Industry

## Our journey and lessons learned



### Challenge 1:

- Our strategy was formerly commercially focused and short-term with a three year plan. Our purpose needed to be redefined in line with external factors expressed in the SDG framework.

### Solution:

- Create a 10 year strategy rooted in the SDGs. We created an action-oriented strategic roadmap to achieve our long-term goals.

### Result:

- Purpose driven alignment across the organisation.
- More clear vocabulary and roadmap for leadership and staff.

#### Lessons and advice:

*Stakeholder interviews of 20 global clients that we shared via a full-company retreat. In this way the strategy is led by the leadership team, but has ownership across the organisation and is in sync with our clients' demands.*



### Challenge 2:

- Our strategy and development was ad-hoc, organic and slow. We needed to speed up the cycle of innovation to stay in tune with changing markets and evolving sustainable challenges.

### Solution:

- Create an internal Innovation Team.

### Result:

- Clients we didn't have before in the fields of health, equality and climate action now comprises 7% of our revenue.
- Created new partnerships with Foundations (Bernard Van Leer,Guys' and St. Thomas) and companies Novo and Google.
- More inclusive decisions around investments.

#### Lessons and advice:

*Its important to organise resources and give the mandate to try new things, expand core services and maintain a commitment to investments.*



### Challenge 3:

- How may we scale the service innovation anchored in the Innovation team across the entire global organisation?

### Solution:

- Still under development.

### Result:

- The goal is to increase innovation services to 15% of total revenue in two years, while growing revenue and also developing new innovation at the front-end of the funnel.
- The goal is to measure the impact of our strategy through our employees, our work and our community.

#### Lessons and advice:

*Educate and empower staff to release untapped potential. Innovation investments pay off – they allowed us to weather the COVID storm much better than we feared.*

DKK 5,931 million

Turnover

2,238

Employees

Chemical

Industry

## 2030 vision

Building upon Topsoe's purpose of perfecting chemistry for a better world, our vision is **to be recognized as a global leader in carbon emission reduction technologies by 2024.**

”

*“The world is at a climate crossroads, and we believe that Topsoe has a decisive role to play in reducing carbon emissions globally. We want to deliver the technologies that reduce or even eliminate carbon emissions from fuels and chemicals,” says Roeland Baan, CEO, Topsoe*

### Our starting point / Motivation

The DI SDG Network was a great opportunity for us to further strengthen the sustainability mindset and efforts across the organization through developing a better understanding and documentation of how our operations and innovation impact the UN Sustainable Development Goals.

### About us

Topsoe is a world leader in catalysis, committed to helping our customers in the chemical and refining industries to achieve optimal performance – getting the most out of their processes and products, using the least possible energy and resources.



### We work to achieve these Sustainable Development Goals (SDG)

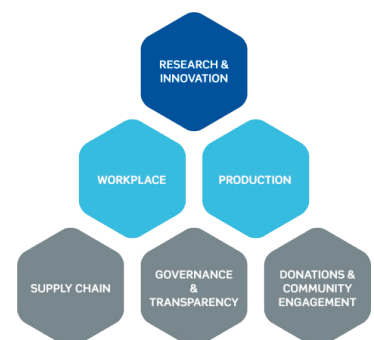


### Our primary SDG Targets

- 13 - Mitigate climate change
- 7.3 - Improve energy efficiency
- 7.2 - Promote renewable energy
- 3.9 - Reduce illnesses and death from pollution

### Sustainability is part of our strategy, which we implement by

Monitoring and driving progress and transparency on environmental, social and governance efforts across Topsoe's global operations through our Sustainability Framework. Alignment to the UN Global Compact principles.



DKK 5,931 million

Turnover 2019

2,238

Employees

Chemical

Industry

## Our journey and lessons learned



### Challenge 1:

- Getting commercial senior managers on board.

### Solution:

- Competitor analysis, working together on documenting the impact of our solutions, mapping of portfolio against key environmental metrics.

### Result:

- Growing interest and understanding of the business opportunities.
- Data-driven communication about how Topsøe solutions improve energy efficiency and reduce emissions.

#### Lessons and advice:

*Start with a clearly defined analysis; establish desired outcome and ambition level. Consider engaging external experts to validate methodology and results.*



### Challenge 2:

- Integration of sustainability into our business strategy, targets, plans and processes.

### Solution:

- Gathering insights from employees and customers, competitor analysis, analysis of operational impact on SDGs, development of a roadmap for integration of sustainability in relevant business practices aligned with the UN Global Compact principles, support to line of business in implementation, annual progress review meetings.

### Result:

- New initiatives, policies and procedures implemented across the organization.
- More elaborate and transparent sustainability reporting.

#### Lessons and advice:

*Integration of sustainability is a continuous process. Start with what is most material to your company and industry. Consider both risks and opportunities.*



### Challenge 3:

- Engaging employees in shaping Topsøe's sustainability efforts

### Solution:

- Launch of campaign on Topsøe's intranet calling for examples of good practices and new ideas.
- Increased internal communication about sustainability activities.
- Employee event about the UN Sustainable Development Goals and the relevance to business with external presenter.

### Result:

- All 61 ideas were evaluated by the relevant functions, several initiatives have been fully or partially implemented and donations made to a good cause on behalf of employees behind the ideas that were implemented.

#### Lessons and advice:

*Mobilize passionate employees through internal communication, an on-going dialogue and inviting them into the process. Recognize good ideas and practices.*

EUR 1,534 million

Turnover 2019

6,300+

Employees 2019

Coatings

Industry

## 2030 vision

Our updated vision will be communicated by the end of 2020.

”

*“Hempel has a very important role to play in helping our customers on their separate journeys towards sustainability”,*

*- Lars Petersson, CEO*

## Our starting point / Motivation

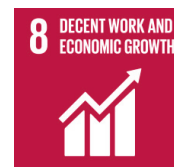
We wanted to make sustainability an integrated part of how we run our business, but we needed knowledge and inspiration from others.

## About us

- Hempel A/S is a global coatings company, represented in 80 countries around the world.
- Our coatings protect bridges, vessels, windmills, houses, leisure boats and many other valuable assets.



## We work to achieve these Sustainable Development Goals (SDG)



## Our primary SDG Targets

- Developing products with a better environmental profile which can at the same time help our customers reach their environmental targets.
- Reducing our own energy consumption and waste.
- Continuously improving working conditions globally while putting pressure on our suppliers to improve through supplier audits.
- Ensuring an inclusive and caring organisation for all employees globally, where everybody can develop and utilise their full potential.

## Sustainability is part of our strategy, which we implement by

- Implementing ambitious targets as part of our 2025 strategy which will be signed off by Top Management and the Board of Directors in Q4 2020.



**DKK 1,534 million**

Turnover 2019

**6,300+**

Employees 2019

**Coatings**

Industry

## Our journey and lessons learned



### Challenge 1:

- Materiality analysis.

### Solution:

- The Future Fit methodology has been used to understand our biggest impacts and to give guidance on prioritisations of strategic actions both related to environment and people.

### Result:

- Sustainability is now in the process of being embedded in our global business strategy.

#### Lessons and advice:

*Future Fit works well also as a communication tool at management level. Embedding sustainability in the business strategy takes time and requires a dialogue with both internal and external stakeholders.*



### Challenge 2:

Data verification.

### Solution:

- Get your non-financial data validated by external auditors so you know your starting point.

### Result:

- All non-financial data are now verified and signed off by auditors. This means that we can explain deviations and improvements because we know the starting point is correct.

#### Lessons and advice:

*Engage with the financial auditors who are already auditing your financial numbers. They will most likely be able to help validate non-financial data as well.*



### Challenge 3:

- Engage the organization.

### Solution:

- Commitment to sustainability must come from many different parts of the organisation.
- Be prepared to communicate and engage the organisation through workshops, meetings, webinars, events etc.
- Start with Top Management and make sure they are on board.

### Result:

- All departments understand their role in integrating sustainability in their daily work.

#### Lessons and advice:

*Make sure you engage with the whole organisation to discuss how sustainability can be integrated in the daily work.*

DKK 186 million

Turnover

58

Employees

Water Utility

Industry

## 2030 vision

Before 2020, we will clarify if Herning Vand can be energy and climate neutral in 2030.

”

*We are an environmental company with an improvement culture. We have discussed the SDGs with all employees as we want to create a culture where most of our employees understand how to contribute to sustainability and green transition.*

## Our starting point / Motivation

We started working with the SDGs because we want to develop solutions for our own plant, which can be scaled and implemented at other plants. By doing so we also support the exports of Danish water technology.

The SDGs form a strong communication platform, which calls for cooperation.

## About us

- More than 100 years of experience with water supply and wastewater treatment.
- 3 water works deliver clean water to 17,000 households.
- 14 wastewater treatment plants treat wastewater from 34,000 households.



## We work to achieve these Sustainable Development Goals (SDG)



## Our primary SDG Targets

- SDG 4
  - 4.7: Teach global citizenship.
- SDG 6
  - 6.1: Achieve universal and equitable access to safe and affordable drinking water for all.
  - 6.3: Water quality and wastewater.
- SDG 13
  - 13.2: Build knowledge and capacity to meet climate changes.
- SDG 17.
  - 17.17: Effective partnerships locally and internationally.

## Sustainability is part of our strategy, which we implement by

- A customer workshop in January 2019, where 20 customers were invited to discuss if it matters whether Herning Vand works with the SDG's or not. The answer was a loud and clear YES it matters. The workshop, furthermore, resulted in 3 projects:
  - Youth panel – a panel consisting of 8-10 young people (aged 16 to 20), who meet to discuss how they see Herning Vand, our strategy, our projects etc. in 10-20 years.
  - Partnership with Ege Carpets about how their knowledge and expertise within energy optimization and emission reduction can help us.
  - Partnership with Kamstrup about smart meters – remote reading of meters which has increased our customer support as well as helped us optimise administration and operating costs.
- Development of a 100% biological purification solution for removal of medical residues.
- Partnership with APX10 – tool for data-driven decisions about maintenance and replacement of infrastructure (pipes, plants etc.).

DKK 186 million

Turnover 2019

58

Employees

Water Utility

Industry

## Our journey and lessons learned



### Challenge 1:

- Inclusion of employees and stakeholders.

### Solution:

- Involvement through workshops.
- Story telling – share knowledge and host visits from abroad.
- Internal newsletter.
- Organizational anchoring in the internal workgroup MAM (Environmental and Asset Management).
- Involve the innovation group (internal work group).

### Result:

- Customer report card on which the customer can see his own consumption compared to his neighbours and get ideas on how to use less water (in progress).
- Visits from colleagues abroad (Japan, California, China etc.)
- Larger ownership among employees and stakeholders.
- Employee involvement: Ideas from employees are discussed and implemented in strategy.

#### Lessons and advice:

*Establishment of youth panel and an innovation group which discuss and prioritize the ideas*



### Challenge 2:

- Our customers water consumption.

### Solution:

- Partnership with private company (Kamstrup) to develop digital water meters and a system for registration of water consumption.
- Alert system for our customers in case of major water consumption.
- Effort towards top 20 business customers.

### Result:

- More focus on our customers' water consumption.
- Solutions to ensure better water consumption at our customers and save water.

#### Lessons and advice:

*Create partnerships with others – in this case a production company. Collect and use data as "big data" creates more value.*



### Challenge 3:

- The words Sustainability and Sustainable Development Goals are by some perceived to be 'over-implemented' and lacking substance which can cause resistance. Watch out terms are not perceived as frivolous or without any substance.

### Solution:

- Our new 2025 strategy is in its final phase ensuring actions behind the SDG vision.
- The Board of Directors consider 2 main targets for 2025 in late august 2020.
- We are looking at pros and cons as well as alternative ways to describe our initiatives.

### Result:

- We focus on activities and communication that will lead to customers and stakeholders perceiving the word sustainability as a positive initiative and see the value in the results we make in collaboration with our partners

#### Lessons and advice:

*Do not dwell on the problem, but seek solutions. If something irritates you, it is important to be quiet and listen carefully. If not, you might not discover knowledge among partners and employees that could contribute to new solutions.*

DKK 2.3 billion

Turnover

1500

Employees

Water and Energy

Industry

## 2030 vision

We ensure clean water and energy to a maximum number of people.

”

*We want to be a sustainable company both in terms of the solutions we deliver and in the way we run our company. That is why we are integrating the three goals in our long-term strategy to ensure that they become a central part of our business.*

- Kim Lehmann, CEO

## Our starting point / Motivation

- We believe that we can go beyond smart metering and utilize data to eliminate waste of water and energy in a cost effective and responsible way. This is our vision and it drives our strategy.

## About us

- Kamstrup is a world-leading supplier of energy and water metering solutions. For more than 70 years, we have delivered reliable, cost-effective ways to measure and manage energy and water consumption worldwide.
- Our solutions include consumption meters, smart metering systems, hosting and services, analytics and smart grid applications.



## We work to achieve these Sustainable Development Goals (SDG)



## Our primary SDG Targets

SDG 6:

- 6.4: Water use and scarcity

SDG 7:

- 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix
- 7.3: By 2030, double the global rate of improvement in energy efficiency

SDG 12:

- 12.2: By 2030 achieve sustainable management and efficient use of natural resources
- 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse
- 12.8: By 2030 ensure that people everywhere have the relevant information and awareness of sustainable development and lifestyles in harmony with nature

## Sustainability is part of our strategy, which we implement by

- Investing 13,5% of our turnover in more advance digital solution that can identify waste of water and energy.
- Measuring and optimizing our energy and water consumption in order to continuously reduce our CO2 footprint.
- Increasing recycling and material use of our products and deliveries.
- Focusing on energy loss and scrap materials through the production process as well as through the use of our products.



**DKK 2.3 billion**

Turnover 2019

**1500**

Employees

**Water and Energy**

Industry

## Our journey and lessons learned



### Challenge 1:

- Integrate the SDGs in the core of our strategy.

### Solution:

- Redefine vision and mission to a new purpose and ambition that link to our SDG targets.

### Result:

- SDG becomes an integrated part of our strategy that we are now implementing.



### Challenge 2:

- Those with the most urgent needs represent the most difficult environment to succeed in: Water loss in Africa requires durable solutions in a tougher environment compared to EU and US markets.

### Solution:

- We need volume from the most mature markets to drive costs down for developing markets as they are not in need of cheap solutions.

### Result:

- Refocusing on mature markets for 2020-2022.

2500 m. DKK

Turnover

450

Employees

Farming, Fashion, Production

Industry

## 2030 vision

"The Worlds Leading Sustainable Fur House"

”

*We need courage and we should set the agenda”*

*Fur as a material matches the global agendas about climate and sustainability. Fur has a long lifetime. We use 100% of the animal. Fur can be restyled and recycled and is in many ways a circular and sustainable product. We aim to be a global leader within sustainability and, to me, it is important that we take our position as industry leader, also when it comes to sustainability, very seriously.*

*(CEO Jesper Lauge Christensen)*

### Our starting point / Motivation

- We wanted to change the Fur industry
- We wanted to position Fur as a part of the solution and make fur an obvious choice for the future customer
- We wanted a sustainability certification within our industry
- We wanted to be a frontrunner company within sustainability

### About us

- Kopenhagen Fur is the world's largest auction house for furs and the global centre of the fur trade. We are a cooperative company owned by app. 1000 Danish fur farmers (primarily mink)
- Kopenhagen Fur had a turnover of 5,2 billion Danish kroner in 2019 (app. 25 mio. sold skins).
- Fur skins are Denmark's largest export commodity to the booming economy in China/Hong Kong.
- Fur farming is DK's third largest type of animal farming.
- The Ministry of Commerce in Denmark has selected the fur trade as one of 29 special competence clusters in Danish economic life.
- Fur farming is a sustainable production that relieves the food industry of large quantities of waste cuts and by-products.



KOPENHAGEN  
FUR

### We work to achieve these Sustainable Development Goals (SDG)



### Our primary SDG Targets

9.4 Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

12.2 Achieve the sustainable management and efficient use of natural resources

12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse

13.2 Integrate climate change measures into policies, strategies and planning

### Sustainability is part of our strategy, which we implement by

#### PART OF THE SOLUTION

Kopenhagen Fur is the world's leading fur auction house – and with that comes a responsibility.

A responsibility for the environment, for a sustainable circular economy and a no waste production philosophy and – of course – ensuring the highest standards of animal welfare.

From 2020 all the fur coming from Kopenhagen Fur will be WelFur certified. The WelFur certification is a science-based program developed by independent researchers and monitored by third party auditors and is the finest seal of approval when it comes to animal welfare.

We also work hard and focused towards a CO2 neutral production in 2030.

**2500 m. DKK**

Turnover 2019

**450**

Employees

**Farming, Fashion, Production**

Industry

## Our journey and lessons learned



### Challenge 1:

- Welfur certification in our industry

### Solution:

- Established Welfur partnerships across our industry – both with competitors (Saga Furs) and organisations, Fur Europe and IFF – International Fur Federation
- External consultant company has run a 3-year certification programme for all farms around Europe

### Result:

- 3500 European farms are now certified
- From 2020 we only sell certified skin

#### Lessons and advice:

Partnerships is key. Cooperation from supplier to buyer. We have united and committed many stakeholders from different parts of the value chain around this important milestone in the sustainability journey for fur. To set an industry standard together across an industry makes a huge difference.



### Challenge 2:

"To get our messages and facts about natural sustainable fur out in public and to target our future market / customer", for example, with:

- Fur is biodegradable and has much less impact on landfills and oceans than plastic-based synthetic textiles.
- We are best in class when it comes to farmed animal welfare.
- We use 100% of the animal
- We only sell welfur certified skin

### Solution:

- We have chosen to invest in international communication campaigns. We have established an internal department to focus on this and to find the right communication channels and platforms
- But also we cooperate with the organizations in our industry – to be able to expand our reach and to deliver some common messages and valuable facts about sustainability to people and stakeholders around the world.

### Result:

- Part of the solution is a key message in our communication campaign for natural fur.
- We have created movies and communication material for different stakeholders
- We have redesigned our homepage to put sustainability as one of the top priorities.

#### Lessons and advice:

It is hard to change people's perceptions about your product. You need to focus on the 2-3 most important sustainability messages about your product or industry. You need to invest a lot of resources and build new competences internally.



### Challenge 3:

CO2 neutral production in 2030

### Solution:

- We have started this journey and we make a lot of analysis and tests to choose the right solutions to succeed.
- It is too early to describe all the focus areas and projects we are planning.
- Most of this is related to our suppliers / farmers and the way they work on the farms in the (near) future

### Result:

- We have different successful projects and "break throughs" already to eliminate CO2.
- Scientists help us lead the way. We have established close partnerships with Danish universities to build the future.

#### Lessons and advice:

We are ambitious, but it also takes time. You need to change your mindset and challenge "as is" in your business.

You need to prove results along the way and be able to "translate" sustainability and CO2 neutral ambitions into business and future income.

DKK 640 million

Turnover

425

Employees

Environmental Services

Industry

## 2030 vision

Business is leveraged by the perception of clean water as a fundamental resource for citizens, society and environment.

Exports of solutions are tripled within unique competences as aquaculture, soil remediation and supply for clean water and sanitation in low and middle income countries.

”

*We are convinced that sustainable business will be both profitable and make a significant contribution to a healthier society as well as a greener planet.*

- Leif Bentsen, CEO

## Our starting point / Motivation

Sustainable solutions have been a part of our DNA for many years. This gave us both advantages and challenges in identifying how to integrate the SDGs even further in our business.

## About us

Krüger A/S is an internationally oriented environmental company, specialising in sustainable water treatment. We work as consultants, contractors and suppliers of technical equipment within drinking water, process water and wastewater, and together with our customers we contribute to preserve, develop and recycle resources essential for human life.



## We work to achieve these Sustainable Development Goals (SDG)



## Our primary SDG Targets

We enable sustainable production of food by:

- Providing landbased aquaculture and preserve the water environment as a valuable natural resource.

We enable a sustainable water cycle by:

- Providing solutions for any need in the full water cycle – and considering water as a fundamental resource.

We enable effective climate solutions by:

- Providing solutions for handling of heavy rain, minimising energy consumption and greenhouse gas emission

## Sustainability is part of our strategy, which we implement by

- Investment in solutions for landbased aquaculture to enable sustainable food production.
- Investment in digital solutions which can optimise the resource efficiency in all kinds of water treatment.
- Remediation of polluted soil and groundwater to protect people and environment from hazardous substances.
- Development of solutions for consequences of heavy rain, enabling our customers to take precautions up front.
- Considering water as fundamental for all life and thus a priority in order to achieve and fulfill many of the other SDGs.
- "Resourcing the world" in line with our mother company mission.

DKK 640 million

425

Environmental Services

Turnover 2019

Employees

Industry

## Our journey and lessons learned



### Challenge 1:

- We wanted to carry out a strategy review and use the SDGs as primary drivers for the strategy priorities and direction

### Solution:

- Benchmark on current activities towards clients and competitors. Unavoidable activities and differentiating activities identified and used for new strategy approach.
- External consultants were engaged to assist in the process and contribute with benchmarks and "outside-in" perspective.

### Result:

- New presentation of strategy with direct links to SDGs no 2, 6, 13 and 3 and indirect links to other SDGs where our activities contribute as well

#### Lessons and advice:

*Rethinking the strategy approach gave room for new ideas and alignment of current business activities. Benchmark vs. market open for evaluation of the primary SDGs to focus on. It has been valuable to include external consultants/views to refocus our own thinking.*



### Challenge 2:

- Employee engagement. Ensure this is not just a top-down process but also a way to engage employees and use them as a resource for initiatives

### Solution:

- Seminar held with all employees, SDG as the recurring theme – both in external and internal presentations.
- Employees encouraged to give ideas for improvement on both internal procedures and business related activities/procedures.

### Result:

- More than 50 ideas have been collected from employee, more than 25 of which have been implemented or are under evaluation.
- 36 case-based presentations have been linked to SDGs in internal company presentations.

#### Lessons and advice:

*Appointment of "Green ambassadors" and establishment of a forum for collection of ideas. Internal seminars included guidelines for evaluation of SDG contribution and this was well adapted in more than 35 projects. Both are good means to engage employees. It can be considered to formally assign specific time for this, so staff doesn't get caught up in every day work*



### Challenge 3:

- Communication and demonstration of our activities for the SDGs – without thinking we are just doing "SDG-washing". Thus adding to "resourcing the world".

### Solution:

- Communication on projects with clearer illustration of which SDGs we contribute to.
- Integration of SDGs and our work with them in all communication material and channels.

### Result:

- We have produced good and reliable content for case stories, website, social media etc. on case-based SDG contribution.
- We are still working on finding the right KPIs for more quantitative demonstration and measurement of our progress

#### Lessons and advice:

*Communication on the value and contribution to SDGs have been a good and well known branding exercise. The work on strategy has been used as our foundation, making it really clear where we want to add value. The KPIs have been a real challenge as most of our contribution stems from enabling our clients to save, replenish and protect resources. Often, we don't have access to the data, which makes it difficult to measure the real impact. So far, our lesson learned is that we may have to accept indicative KPIs instead of direct KPIs.*



DKK 320 million

Turnover

400+

Employees

Consultancy

Industry

## 2030 vision

LE34 contributes to social and economic growth in developing countries by providing consultancy services on responsible land governance to governments, academia and partners in countries that need secure and equal access to food and land.



*The SDGs set a new standard for working strategically with CSR.*

*The SDGs are a differentiator when it comes to talent management, branding and new business. They help us secure long-term business sustainability.*

### Our starting point / Motivation

- We wanted to go international with our consultancy services.
- LE34 have 200 years of experience within land management. We have an obligation to share our knowledge.
- We asked ourselves how we could differentiate us in our market.
- We want to secure a long-term sustainable business.

### About us

LE34 is the leading provider of land management and land surveying services in Northern Europe.

From 26 offices in Denmark and Sweden, our more than 400 land tenure experts and land surveyors help turn ambitious infrastructure and development projects into reality.



### We work to achieve these Sustainable Development Goals (SDG)



### Our primary SDG Targets

Focus: Where is the incentive for a small holder farmer to work for a long-term and more sustainable exploitation of the property's land, if you do not have the title to the land?

- SDG 2 "Zero hunger": Secure tenure rights will be the incentive to grow more and better food.
- SDG 1 "No poverty": Secure tenure rights will create the foundation for social and economic growth.

### Sustainability is part of our strategy, which we implement by

- Delivering consultancy services on land management, cadaster and land surveying in developing countries.
- Partnering up with private companies, governments and NGOs on international projects in developing countries.
- Participating in and contributing to international conferences, sharing our 200 years of experience within land management.
- Offering pro bono consultancy to international NGOs.

DKK 320 million

Turnover 2019

400+

Employees

Consultancy

Industry

## Our journey and lessons learned



### Challenge 1:

- Focusing on too many SDGs.

### Solution:

- Creating the right vision and the purpose, for our work with the SDGs.

### Result:

- Going from 8 SDGs to 3
- A clear and understandable “elevator” speech.

#### Lessons and advice:

*Use Vision Card 1 – Be open and do exercises around your offerings. It's hard work, but extremely necessary and fruitful. Participate in conferences and work groups to be inspired – listen, discuss and learn.*



### Challenge 2:

- The burning platform – why are we doing this?
- We do not have a product, we sell hours and knowledge.

### Solution:

- Brain storm – What is our biggest challenge now and in the future?
- At LE34, we focus on recruitment and talent management.

### Result:

- Front mover in profession, working strategically with the SDGs.
- Attraction of talented people.
- Customers in Denmark selecting LE34 as a vendor
- Awareness and branding in the market.

#### Lessons and advice:

*Most organisations start focusing on “the big bang” – which is too much to handle. Focus on even the small things that will take you further on the journey. All contributions matter, even the small ones. They get you started.*



### Challenge 3:

- Internal communication.
- How can and do we communicate our vision and contributions?

### Solution:

- Integrate the SDG work directly in to the strategy.
- Ad hoc reporting to board.
- Informal and formal internal communication via news letters and intranet.
- Involve the organisation.

### Result:

- Interest from employees to contribute.
- Employee proudness and satisfaction.

#### Lessons and advice:

*Transparency – Do not wait to communicate, even though you haven't found the “path” yet. It's a journey, and you should invite the employees to participate. Again, even the small contributions matters and start up a process.*

DKK 340 million

Turnover 2019

404

Employees

Food

Industry

## 2030 vision

In 2030, Orana will be the most sustainable, fruit based, raw material producing company creating full sustainable solutions. Orana will be creating economic growth and decent jobs.



*To enable us to fulfill our ambitious growth plans, working with the SDGs and project 8512 and 1217 is a must! Besides, we believe the good stories will sell more products in the future.*

- Niels Østerberg, Director

## Our starting point / Motivation

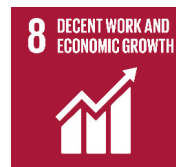
- We want to be ahead of our customers and their future demands – as always.
- We believe being part of the project with DI will help us to structure the implementation of the SDGs in our organisation.
- We have always had great focus on CSR and sustainability, but the SDGs gave us an international framework / common language.

## About us

Orana develops and sells fruit-based raw materials and natural extracts for use in dairy products, beverages and bakery products. Orana also offers private label juices and other soft drinks in glass bottles. Food Service products are sold under the brand name of Østerberg to hotels, restaurants, cafés and QSR outlets. Innovation laboratories and production facilities are located in Denmark, Egypt, India and Vietnam.



We work to achieve these Sustainable Development Goals (SDG)



## Our primary SDG Targets

- SDG 8
  - 8.1: Sustainable economic growth
  - 8.4 Improve resource efficiency in consumption and production
  - 8.8 Protect labour rights and promote safe working environment
- SDG 5
  - 5.5 Ensure full participation in leadership and decision making
- SDG 12
  - 12.2 Sustainable management and use of natural resources
  - 12.4 Responsible management of chemicals and waste
  - 12.5 Substantially reduce waste generation

## Sustainability is part of our strategy, which we implement by

- Offering decent jobs and good working conditions
- Ensuring life work balance and no discrimination
- Initiating carbon foot print measuring and steps for how to reduce
- Reducing energy consumption and improving waste water
- Implementing ISO 14001 by 2022 at all factories (environmental certification)
- Looking into alternative energy, green energy and recycling
- Planning sustainability certification of buildings at all new factories.



DKK 340 million

Turnover 2019

404

Employees

Food

Industry

## Our journey and lessons learned



### Challenge 1:

- Working with the SDGs has been a much larger task than anticipated at the start of the project.
- It requires a lot of investment (man hours as well as cash).

### Solution:

- Focus and determination.
- Involvement from all levels in the organisation – including the Board.

### Result:

- Our customers, mainly outside of Europe, and our stakeholders have demonstrated great interest in the goals.
- We believe that our work with the SDGs will help us maintain our customers and gain new business in the future.

#### Lessons and advice:

*Keep focused and start to describe what you do today – and then link it to the SDGs.*



### Challenge 2:

- Determining whether we should focus on our existing factories and make them CO2 neutral (goal 8, 5 and 12)?  
or
- Use our resources on building new factories that will support other goals such as 1, 2 and 17?

### Solution:

- We have had many meetings, discussions and reflections in the process.
- We have decided to focus on both upgrading our existing factories and using resources in investing in new factories in developing countries.

### Result:

- We have already seen good results in energy saving and optimization in our current factories. We will continue the focus to meet our targets.
- The journey for establishing new factories is ongoing.

#### Lessons and advice:

*Find out what your goal is. Are you focusing on existing or new activities and should the result be the same for both? Ensure that the organisation will proceed working to obtain the chosen goals.*



### Challenge 3:

- To get all our staff around the world (among others: Denmark, Egypt, India, Kenya, Malaysia, Sri Lanka, Vietnam) to think and act sustainably.

### Solution:

- We have established a Sustainability Group at our site in Vietnam where staff members come with ideas on how to become more sustainable. This has been a big success with many good suggestions and a bottom-up approach that has made us expand the approach to other sites.

### Result:

- We see great focus from our staff in the work with the SDGs – primarily outside Denmark.

#### Lessons and advice:

*Involve your staff so that the SDG strategy process does not become top-down and implement an organisational structure to make it bottom-up.*

DKK 225 million

Turnover

65

Employees

Coffee, Food & Beverage

Industry

## 2030 vision

**100% Circular.  
Zero waste by 2030.**

Through partnerships we work for 100% circular use of all resources, related to coffee growing, processing and consumption. Zero waste.

”

*At Peter Larsen Kaffe, working with the SDGs has provided us with a new layer of business. We have created a visionary promise and redefined our core product.*

### Our starting point / Motivation

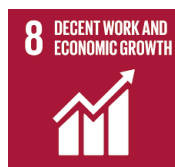
- Family business with long-term commitments in sustainable development.
- To connect our burning platforms and impact throughout our supply chain with potentials and create a new layer of business.
- To act as a role model and lead our industry to a more sustainable future.

### About us

They say *practice makes perfect*. We have made coffee since 1902, so we have had plenty of practice. But a long life has also taught us that passion trumps experience – and if one wants to do something it requires a bit of a spark. We add that passion to everything we do. If you too have that spark, please join us. Because we are better together – especially over a cup of coffee.



**We work to achieve these Sustainable Development Goals (SDG)**



### Our primary SDG Targets

SDG 8:

- 8.4: Improve resource efficiency in consumption and production.

SDG 12:

- 12.3: Halve global per capita food waste.
- 12.8: Promote universal understanding of sustainable lifestyles.

SDG 17:

- 17.16: Enhance the global partnership for sustainable development.

### Sustainability is part of our strategy, which we implement by

- 100% fossil free production in Viborg since 2012.
- 100% certified (FT, RA, Organic) by 2021.
- 100% recycled or renewable raw material in our packaging by 2030.
- Part of International Coffee Partners together with our mother company Löffbergs Group.
- Initiator of the Circular Coffee Community.

DKK 225 million

65

Coffee, Food & Beverage

Turnover 2019

Employees

Industry

## Our journey and lessons learned



### Challenge 1:

- Understanding our impact and how it can be turned into business opportunities.

### Solution:

- By changing the focus from coffee bean to coffee biomass, we can create new revenue opportunities from an existing foundation, both locally in our own markets and globally among the world's coffee farmers.

### Result:

- By understanding our real impact and how it represents income and business opportunities throughout our supply chain, we can define our vision and commercial targets.

#### Lessons and advice:

*Value scan, vision card, future mapper, stake holder analysis, macro trends.*



### Challenge 2:

- To create overall anchoring including the top management's commitment and strategic framework.

### Solution:

- Establish our own circular movement – a value-based transformation embracing the entire organisation.
- Define commercial targets and present potential business models, partners and finance opportunities.

### Result:

- Circular economy is identified as one of five key areas in our 2030-and-beyond strategy and “100% Circular. Zero Waste by 2030” has become a strategic commitment.
- This applies to Peter Larsen Kaffe and mother company, Løfbergs Group.

#### Lessons and advice:

*PESTLE analysis, stake holder analysis, workshops and task forces, Peter Larsen Kaffe School of Innovation, DI coaching and project management (ie. development of Innovation Roadmap).*



### Challenge 3:

- Reaching out to commercial partners based on visions and unfinished solutions without concretely outlined efforts and measurement tools.

### Solution:

- The establishment of Circular Coffee Community is our quest to bring people and industry together to uncover the full, nutritious, and useful potential of the coffee plant and related side streams.
- The Circular Coffee Community is about complete and responsible use of existing resources.

### Result:

- New key account contracts with customers sharing our vision.
- Entering new market categories, ie. cosmetics, furniture and health (innovation).
- New strategic alliances throughout supply chain.

#### Lessons and advice:

*Transparency and openness, circular economy models, corporate reporting structure (still in progress).*

DKK 575 million

Turnover

230

Employees

Food packaging

Industry

## 2030 vision

The preferred partner of customized and sustainable packaging solutions offering 100% recyclable products with zero CO<sub>2</sub> emissions.



*Plus Pack is investing in new packaging solutions and materials that are easy to recycle. We do this to support the market's transition to a green, circular economy.*

- Anders Top Hastrup

## Our starting point / Motivation

- A growing world population, plastics in the ocean, 1/3 of foods being wasted before being eaten contribute to increasing climate concerns.
- Plus Pack wants to be a responsible business partner, offering circular and sustainable solutions to enable responsible consumption.

## About us

- A family-owned company since 1914 – today driven by 4<sup>th</sup> generation.
- Makes food stand out by focusing on innovation, customization, partnerships and sustainability.
- A leading player in the food packaging industry with sales to more than 50 countries globally.



We work to achieve this Sustainable Development Goal (SDG)



## Our primary SDG Targets

- 12.2 – we minimize footprint by minimizing CO<sub>2</sub> in scope 1, 2 and 3 and measuring impact and progress, use of recycled materials and investing in green energy.
- 12.3 – we fight food waste by ensuring premium protection, extending shelf life, offering reclosable solutions and right-sized portions.
- 12.5 – we think 'circular' by focusing on mono-materials, design for recyclability, promoting recycled and "fit for future" materials, which are easy-to-recycle.
- 12.8 – we engage, inspire and learn with stakeholders through partnerships and project participation with focus on circular economy and low carbon initiatives, by offering Packaging School as a service for customers and investing in market communication.

## Sustainability is part of our strategy, which we implement by

- Long-term strategic partnerships – heading the Danish Climate Partnership for waste, water and circular economy and front-runner initiatives like the European Plastics Pact.
- Innovation and product development – designing for reusability and recyclability to ensure both "fit for purpose" and "fit for future" solutions, essentially to make our customers the heroes in a circular economy.
- Sustainable value chains - minimizing environmental impact by reducing energy and material consumption in the value chain, both up-stream and down-stream.



DKK 575 million

Turnover 2019

230

Employees

Food Packaging

Industry

## Our journey and lessons learned



### Challenge 1:

*Take a holistic, systemic perspective*

- 100% recyclability of consumer food packaging depends not only on the product in focus but on national or regional waste handling system as well as high quality recycling schemes both in private homes and in the business sector.

### Solution:

- Engage in national and international initiatives to facilitate increased knowledge and collaboration between state, industry and end-user.
- Invest in product innovation and sustainability.
- Build Plus Pack Packaging School to train and educate on sustainability facts, challenges and opportunities.

### Results:

- In 2019, 89% of Plus Pack's packaging solutions were easy-to-recycle with existing waste-sorting technologies.
- 61% of packaging materials are made from recycled materials.
- World Packaging Organisation Awards 2018, 2019 and 2020.

#### Lessons and advice:

*Understand your products' eco-system and the structures around them, defining their circular potential, share your insights and put yourself in the driver's seat for change – if needed.*



### Challenge 2:

*Implementation of data in business systems*

- Only few people know that packaging only causes max. 1-5% of the total environmental impact (measured in CO<sub>2</sub>) from a food product. So getting data right is central in order to change perceptions.

### Solution:

- Measure and update baseline on CO<sub>2</sub> emissions for scopes 1, 2 and 3.
- Development of CO<sub>2</sub> calculator.
- Create collaborative partnerships to ensure de facto green energy.

### Result:

- Baseline in place and monthly reporting on CO<sub>2</sub> impact scopes 1 and 2.
- CO<sub>2</sub> calculator in place and used in new product development.
- Regional pilot project established to identify routes to get de facto green energy.

#### Lessons and advice:

*Establish facts with objective, reliable sources, reach out for support in your network, and get everyone onboard internally to make sure that data are being used in your business development.*



### Challenge 3:

*Engage stakeholders in the SDGs*

- The SDG agenda can be quite abstract for both internal and external stakeholders to understand and engage in.

### Solution:

- Make SDG training and sustainability agenda obligatory for employees in the company.
- Increase communication and collaboration level - both internally and externally.
- Invite customers and suppliers to strategic discussions on how business operations can be further developed and explicitly supportive of the SDGs.

### Result:

- Launch of Packaging School and visit to Learning Lab for all employees.
- Launch of the European Plastics Pact – bringing together frontrunner companies and governments to accelerate a circular plastics economy.
- Winner of Odense Verdensmålpris 2019.

#### Lessons and advice:

*Make a plan, ensure top level management commitment, engage all relevant stakeholders, invest resources in projects, training and communication, make sure to follow up on the results and keep "leaning in" – it is more important than ever!*

**DKK 500 million**

Turnover

**70**

Employees

**Culture - events and festivals**

Industry

## 2030 vision

We are a sustainable community that bring people together in experimental and value-creating collaborations. Our ambition is to put sustainability at the centre of our business activities.

”

*As a 50-year-old non-profit organisation it is in our DNA to work with sustainability. Our participation in this project has inspired us to expand our engagement with collaborators that for example work with new green innovations, which have the potential to lead our society in a more sustainable direction.*

- Signe Lopdrup, CEO



## We work to achieve these Sustainable Development Goals (SDG)



## Our starting point / Motivation

- to work strategically with sustainable development of the business.
- to learn from other participants.
- to use the SDGs to mirror our sustainable ambitions.

## Our primary SDG Targets

- Target 4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, education related to for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
- Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

## About us

The Roskilde Festival Group is a non-profit organisation. Our overall purpose is to support humanitarian, non-profit and cultural activities with a special focus on children and young people. Since 1972, the Roskilde Festival Group has generated more than DKK 385 million for these purposes.

## Sustainability is part of our strategy, which we implement by

- Concrete action plans for each business area of the Group.
- Developing action plans aiming to solve specific problems (e.g. waste).
- Working internally with sustainable development – solutions, projects, processes and methodologies

**DKK 500 million**

Turnover 2019

**70**

Employees

**Culture – events and festivals**

Industry

## Our journey and lessons learned



### Challenge 1:

- How to engage the organisation and core business in the strategic and sustainable ambitions (employees and volunteers)?

### Solution:

- Develop specific and concrete action plans with clear sustainability goals.
- Engage the entire organisation in the development of the plans through dialogue, workshops and projects.

### Result:

- An ongoing process...

#### Lessons and advice:

*Real engagement and involvement takes a longer time, but it is time well spent...*



### Challenge 2:

- How to measure our sustainable development and success?

### Solution:

- We have engaged in a strategic partnership to create new tools to measure results and prioritise goal and projects in the future.

### Result:

- An ongoing process ...

#### Lessons and advice:

*It is still very early in the process, so learnings are still to come...*



### Challenge 3:

- How do we engage partners in shared-value collaborations to create sustainable change?

### Solution:

- Insist on talking values and 'the big picture'.
- Use co-creation processes.
- Investigate common interests in new projects.

### Result:

Better and more valuable partnerships.

#### Lessons and advice:

*If the values do not fit, it might not be the right match – have the courage not to engage with partners that do not share your business core values.*

DKK 5.377 million

Turnover

2200

Employees

Seafood

Industry

## 2030 vision

Our vision within sustainability is to be the North Atlantic champion in sustainable fishing, raw material utilization and local community involvement.

”

*Sustainability is an integral part of Royal Greenland. It is in our heritage, indeed part of our raison d'être.*

- Mikael Thinghuus, CEO

## Our starting point / Motivation

Use SDGs as a frame for our sustainability program. Identify the goals to which we deliver positive results and goals where we need to reduce impact. Learn more about sustainability and get access to new tools. Share knowledge with other participants.

## About us

As a truly vertically integrated company, Royal Greenland is at the center of a wealth of competences, cultures, knowledge and accumulated experience, bringing wild caught, high-quality seafood from the North Atlantic and the Arctic Ocean to consumers around the globe.



## We work to achieve these Sustainable Development Goals (SDG)



## Our primary SDG Targets

4.3: Education in Greenland. Improve access to education for both women and men and increase the number of youth and adults with relevant skills in our industry.

8.7: Healthy working lives: Promote safe and secure working environments for all workers incl. migrants.

12.2: Responsible footprint: Improve the sustainable management and efficient use of natural resources, which lead to reduction of waste in side streams.

14.4: Sustainable fisheries: Achieve science-based management plans for the fishery in which we are directly involved and purchase from, to secure levels of fish stocks that can produce maximum sustainable yield.

## Sustainability is part of our strategy, which we implement by

- Working with stakeholders to improve the sustainability of the fisheries on our main species, e.g. coastal fishery of Greenland Halibut in Greenland and Lobster in Newfoundland to achieve MSC certification.
- Substituting multi plastic tubs, packaging etc. with mono plastic, which can go into recycling after end of use.
- Investment in equipment and research for utilization of raw material side streams both on fishing vessels and in factories.
- Building competence and training of employees through Royal Greenland Academy.



**DKK 5.377 million**

Turnover 2019

**2200**

Employees

**Seafood**

Industry

## Our journey and lessons learned



### Challenge 1:

- Approach and decision of SDGs relevant for Royal Greenland and of which sub goals we are dealing with.

### Solution:

- Workshops with several departments.
- Identify risks and opportunities
- Evaluate all SDG sub goals, point out the most important for our business and convert them to "our understandable language".
- Do a materiality assessment of the chosen sub goals.

### Result:

- A sustainability program with goals for 2019-2022 and ambitions for 2030.

#### Lessons and advice:

*Do a materiality assessment of the sub goals before you decide targets in your strategy. Use a tool with scoring of the sub goals, to make the assessment as objective as possible. Engage the organisation in the making.*



### Challenge 2:

- Management plans for fisheries in which we are involved.

### Solution:

- Stakeholders are to collaborate with the Ministry of Fisheries in Greenland to set up fishery management plans.
- Management plans are essential for getting MSC certification for a particular fishery.
- Setting up fishery improvement projects for new fisheries.

### Result:

In autumn, several fishery management plans are discussed and made for the fisheries in Greenland.

Recommendation for one fishery is developed over the last two years.

#### Lessons and advice:

*Enter into partnerships with relevant stakeholders with the same goals for future development.*



### Challenge 3:

- Reduction and recycling of plastic materials.

### Solution:

- Investigate the materials used in packaging, boxes and fishing gear.
- Substitute multilayer with mono-layer materials suitable for recycling.
- Reduce thickness of plastic material where possible.

### Result:

- By focusing on the issue we can reduce the amount of plastic materials which are not recyclable.
- Increased focus on lost fishing gear to prevent ghost fishing and marine litter at sea.

#### Lessons and advice:

*Involve relevant stakeholders in the process of substitution of materials.*

DKK 1.700 million

Turnover

367

Employees

Waste & Resources

Industry

## 2030 vision

### TOGETHER WE CREATE A SUSTAINABLE TOMORROW

Through our competence and technology, and together with our customers and partners, we create new raw materials within the circular economy.



*A circular economy demands new business models. The SDG project has been a perfect forum and has challenged us to reconsider our position in the value chain. How we, as a recycling company, can continue to create value for our customers, also tomorrow.*

### Our starting point / Motivation

When participating in the project, we sought greater insight and use of the SDGs as a tool and benchmark for value creation.

- Key SDGs as an integral part of the business strategy.
- 1-2 new collaborative relationships with customers, based on the SDGs.
- Network where SDGs are a common platform.
- Being known in the industry, working strategically with the SDGs.

### About us

Stena Recycling is part of the Stena Metal Group that carries out recycling activities in five geographical markets. Stena Recycling has a large network of branches within the recycling of recycled paper, cardboard, plastic, iron, metal, hazardous waste and electronic waste. In total, there are almost 200 plants in Norway, Denmark, Sweden, Finland and Poland, where waste from the whole community is processed into new raw materials.



### We work to achieve these Sustainable Development Goals (SDG)



### Our primary SDG Targets

#### SDG 12:

- 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
- 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

### Sustainability is part of our strategy, which we implement by

- Sustainable Business – New consulting concept to customers
  - Design for Recycling
  - Resource Management – reduce, reuse, recycling
  - Expert knowledge on recycling materials - E-learning
  - Contribute to customers' Storytelling through data and facts.
- Sustainable Business – Technology
  - Constantly develop and invest in new technologies for increasing recycling rates and create high quality raw materials to improve circularity.

DKK 1.700 million

Turnover 2019

367

Employees

Waste & Resources

Industry

## Our journey and lessons learned



### Challenge 1:

- Stena Recycling DK was the frontrunner in the Group with the SDG work and thus a 2030 Vision. The first one "Together we recycle everything".

### Solution:

- The vision was discussed in the Recycling Group and a new common vision was formulated.

### Result:

- The first Group common vision: TOGETHER WE CREATE A SUSTAINABLE TOMORROW.
- Our mission is to care for resources:
  - 100% recyclable
  - We create new resources
  - Companies seek cooperation with us.

#### Lessons and advice:

*Accept that there may be a need for a loop or more in this phase as it is important to have top management with you.*



### Challenge 2:

- We lost track and drive by having too many SDGs in focus from the start.

### Solution:

- Selecting a few SDGs before the process with the Value Scan Model enabled us to seal the business-driven focus.

### Result:

- Focus on SDG 12 and sub goals 12.5 led to the idea of the consulting concept "Design for Recycling"
- Efforts to also influence SDG 11 and 9.

#### Lessons and advice:

*Focus on a few SDGs that make a business-driven difference.*



### Challenge 3:

- "Design for Recycling" was intended for the target group of large production companies, but the process with this customer segment was lengthy.

### Solution:

- By focusing on smaller production companies, which at the same time showed greater agility in terms of sustainability and circular economy, the concept was sold to new and broader customer segments.

### Result:

- Access to new customer segments. In the project, 33% of agreements have just emerged from this customer segment.

#### Lessons and advice:

*When designing a new business area, value-based customer segmentation can be used in advantage.*

DKK 40 million

Turnover

19

Employees

Machinery for environmental  
technology  
Industry

## 2030 vision

A network of sustainable partnerships on relevant export markets, based on our fundament and business concept "collaboration with value"

”

*The SDGs give Stjernholm A/S a direction when we work with our concept "collaboration with value" where we, through sustainable partnerships, attempt to ensure that 60% of our overall turnover comes from exports.*

## Our starting point/motivation

The SDGs fit into Stjernholm's DNA by creating value on economy, environment and CSR, as well as Total Cost of Ownership (TCO).

In addition, the SDGs must be Stjernholm's foundation for starting up exports, including prioritization of our export-suitable products.

Stjernholm A/S offers knowledge and mechanical engineering solutions of high quality within water technology, industry, agriculture and environment. Under the heading "Cooperation with Value", we concentrate on areas where we know our knowledge and competencies make a difference.

The starting point is an open and honest dialogue and mutual respect. Our focus is on delivering sustainable solutions with documentable, long-term value for our customers.



## We work to achieve these Sustainable Development Goals (SDG)



## Our primary SDG targets

### SDG 17

- 17.7 Effective public partnerships must be encouraged and promoted
- 17.16 The Global Partnership for Sustainable Development needs to be strengthened

### SDG 12

- 12.1 The 10-year Framework Program for Sustainable Consumption and Production Desires must be implemented
- 12.2 By 2030, sustainable management and efficient use of natural resources must be achieved
- 12.4 Achieve environmentally sound waste management throughout the life cycle
- 12.5 Waste generation must be significantly reduced through prevention, reduction and recycling
- 12.7 Sustainable public procurement practices must be promoted

## Sustainability is part of our strategy, which we implement by

All employees have a common understanding of the SDGs.

The sales department helps our customers understand how Stjernholm's products and knowledge can help them contribute to the SDGs.

Monitoring the impact of our products on the environment.

The SDGs are used, as a starting point, for exports to the US, where we have now established a department: 'Stjernholm USA Inc.'

DKK 40 million

Turnover in 2019

19

Employees

Machinery for environmental  
technology  
Industry

## Our journey and lessons learned



### Challenge 1:

- We had an assumption that it was easy to implement the SDGs in a small company like Stjernholm A/S.
- It has been a challenge to get everyone to understand the meaning and importance of the SDGs.

### Solution:

- Ongoing employee information and an internal course with DI, where the employees helped to define which SDGs Stjernholm contributes to and can contribute to.
- Incorporate the SDGs in our strategic plan with detailed schedule of activities.

### Result:

- VISIBILITY AND STRUCTURE
- The employees have gained a common understanding of our contribution and their role in Stjernholm's contribution to the SDGs. Working groups have been set up to work with and make the contributions visible.

#### Lessons and advice:

Requires large middle management involvement to ensure ownership and implementation in the departments.



### Challenge 2:

- To get the whole company to work with and prioritize the SDGs.

### Solution:

- Maintaining the objective.
- Incorporation of the SDGs in the strategic plan.
- Frequent follow-up meetings on activities to ensure continuous development.

### Result:

- After the SDGs have been incorporated in the strategy and the leaders have taken ownership, we have visible results.

#### Lessons and advice:

We should have involved the entire management team from the start of the project to achieve everybody's understanding and approach.



### Challenge 3:

- Development of the concepts and products that can be related to the SDGs and how they contribute.

### Solution:

- We will document the environmental impact of our existing products and solutions through the use of digital solutions.

### Result:

- Digitization projects that result in measuring and visibility of our environmental contribution.

#### Lessons and advice:

It takes time - and time must be spent properly. We have always worked with digitization. But in connection with COVID-19, we have increased speed and thus also focus on the above.



DKK 107 million

Turnover

57

Employees

Manufacturer of cast iron bars

Industry

## 2030 vision

Tasso shall be outstanding regarding energy efficiency. We shall inspire customers, suppliers and stakeholders to prioritize UN Global Goal no. 12 "Responsible Consumption and Production"



*We believe that our ability to reduce our environmental impact is a key measure of the company's success. Sustainability has the potential to transform the way we economize with resources and how we do business.*

### Our starting point/Motivation

Sustainable behaviour lies in our DNA and is a natural part of Tasso's development towards the future market. Anchoring our strategy to the SDGs was a natural continuation of our strategic work with sustainability. Being a part of the project allowed us to identify the most value-adding goals relevant to our business.

### About us

Tasso A/S is one of Europe's leading producers of continuous cast iron bars and exports more than 90% of production. The customers are found in the hydraulic industry, wind turbine industry, pump and compressor industry plus many more. The company's quality, environmental and energy management systems are certified according to ISO 9001, ISO 14001 and ISO 50001. The company is a part of the Birn Group.



### We work to achieve these Sustainable Development Goals (SDG)



### Our primary SDG Targets

SDG 12:

- 12.2. By 2030, achieve the sustainable management and efficient use of natural resources.
- 12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
- 12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

### Sustainability is part of our strategy, which we implement by

Sustainability is an integrated part of our vision and strategy, which has been converted into concrete actions, such as reuse of surplus heat from different sources, recycling of waste materials along with implementation of high-efficient and intelligent LED light panels. We systematically map and analyze our data of emissions, waste, energy and water consumption in order to keep track of the development.

We are currently in the process of mapping our CO2 emissions and we are in the early steps of conducting Life Cycle Assessment (LCA) of our products (cradle-to-gate) in cooperation with partners.

## Our journey and lessons learned



### Challenge 1:

- Missing demand for sustainability in the supply chain in which we operate.

### Solution:

- Develop and establish a value proposition that grabs our customers' attention.
- Actively seeking partnerships with customers and suppliers.
- Perform Life Cycle Assessment (cradle-to-gate).

### Result:

- Sustainability is now integrated into every level of our marketing and communication strategy.
- A constructive dialogue is established with potential partners.

### Lessons and advice:

*Hold on to your belief that sustainable business practices and actions are necessary if you want to stay competitive in the future. Stay persistent and believe in the project.*



### Challenge 2:

- Optimization of our energy consumption in our melting process due to a mix of resources, complexity, current equipment and process dependence.

### Solution:

- Extended mapping and analyses of process data to get a better understanding of the parameters that affect energy consumption.

### Result:

- The scope of the challenge is integrated into our newly established industrial PhD project in cooperation with DTU.
- Cooperation with external partners.

### Lessons and advice:

*Prioritize your resources for external help and counselling.*



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