

Ørsted

Operating as a  
responsible business  
in the UK

20

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# Let's create a world that runs entirely on green energy



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# Foreword

When I joined Ørsted as Managing Director for the UK a year ago, it was at a critical point in the company's evolution. To say that 2017 was a momentous year both for our company and the industry would be an understatement.

For a start, we changed our name to Ørsted. As DONG Energy, we completed our transformation from a black to green energy company with the successful divestment of our oil and gas production business unit. Our company, now devoted to creating entirely renewable solutions to enable the energy transition, could no longer keep a name originally short for Danish Oil & Natural Gas.

The result is a name that has huge resonance: our namesake, Hans Christian Ørsted, was one of Denmark's most celebrated scientists, whose discovery of electromagnetism in 1820 had global repercussions as it paved the way for how electricity is generated today.

Our name also resonates with our renewed commitment to investing in skills, training and education. This year we welcomed our first four apprentices, we announced the ring-fencing of funding from our community benefit funds to support vocational training and STEM education and we announced two new long-term, education-related partnerships.

But I think that 2017 will primarily be remembered as the year when offshore wind went mainstream. This was the year when Ørsted won a contract to build Hornsea Project Two with a bid that promises to make the cost of electricity from offshore wind farms genuinely competitive with other forms of fossil fuelled energy.

The construction projects completed and in progress this year feature innovations that allowed us to make this historic bid: leading the industry in deploying the latest in turbine technology, constructing offshore wind hubs in Merseyside and Grimsby for the streamlined operation of multiple wind farms; benefiting from economies of scale across multiple projects with our supplier relationships.

We see this drive to innovate as part of our company DNA. It underpins our commitment to improving our own productivity, as we employ new technology to monitor and survey our wind farms, for example by using big data and drones.

It underpins our commitment to offering smart energy solutions to our business customers to help them use energy productively and efficiently, as we continue to embed our highly customer-centric flexibility products, and launch our new Energy as a Service offer.

It sits behind the courage to develop a first-of-a-kind bioenergy plant to derive clean energy from waste and reduce the carbon emissions by diverting waste from landfill in the UK.

Crucially, it also underpins our commitment to helping support growth in the UK economy. In addition to investing in local skills and education, we've had many successes through our collaborative and productive supplier relationships in the UK. Among many milestones, we were particularly delighted to see the first turbine blades made in the Siemens Gamesa facility in Green Port, Hull, head to our Race Bank Offshore Wind Farm.

These advances have a global significance: the energy transition is gathering pace and Ørsted is at the forefront of this transition. Climate change is one of the most significant threats that face our planet and that is why we have adopted our new strapline 'Love Your Home' - to signify our commitment to creating viable energy solutions to mitigate this threat.

But, as ever, success begins with the people who do the work, day-in, day-out. The company's achievements this year are due to the great talent and commitment of our employees. What struck me about the company from the beginning was the passion for the green transformation from across the business. We're here because there is a genuine desire to effect change, to make a real difference and because we really do 'love our home'.

The change to Ørsted aligns the whole company with that one goal. It gives us a shared platform from which to build and use that passion and energy to help create a world that runs on entirely green energy.

What better vision could there be?



**Matthew Wright, UK Managing Director**



**“ What struck me about the company from the beginning was the passion for the green transformation from across the business. We're here because there is a genuine desire to effect change, to make a real difference and because we really do 'love our home'.**

# Our business model

At Ørsted, our vision is to create a world that runs entirely on green energy. This vision reaches far beyond our own operations. It requires a shift in the way we all produce and consume energy. As a company, we have already halved our CO<sub>2</sub> emissions between 2006 and 2017. We have charted the course for how we will make our contribution to this vision and our business model helps us make this contribution.

A world that runs entirely on green energy	Ørsted's target	Ørsted's current performance
<b>100%</b> Green energy share	<b>≥95%</b> by 2023	<b>64%</b>
<b>100%</b> Carbon reduction* (g CO <sub>2</sub> e/kWh)	<b>96%</b> by 2023	<b>67%</b>

\* Compared to 2006

## Sustainability reporting at Ørsted

Headquartered in Denmark, Ørsted's activities are global, with a strong presence across Northern Europe and development activities taking place in the USA and Taiwan. After providing an overview of our global activities and business model, this report will focus on our UK priorities as a responsible business. Further information on our group sustainability strategy and our detailed performance statistics can be found in our 2017 Sustainability and ESG performance reports, available from [orsted.com](http://orsted.com).

## Key resources → Core activities → Value creation



# Ørsted's global footprint



\* These wind farms will move into the operations phase in 2018



# Creating a world that runs entirely on green energy

Ørsted is rising to the challenge we all face from the impacts of climate change on our day to day lives. By tackling this challenge head on, we are helping to create a world that runs entirely on green energy. Whether through the deployment of more offshore wind around the UK or the development of our pioneering Renaissance energy from waste biotechnology, we are developing and delivering innovative and creative solutions to the environmental challenges that confront society.



## Energy doesn't have to cost the earth

Reducing our carbon emissions is one of the most pressing challenges facing the world today. Ørsted truly believes that energy doesn't have to cost the earth and this principle guides everything that we do, from a constant drive to find sustainable ways to reduce the costs of offshore wind to a commitment to making renewable energy affordable for UK businesses.

### Offshore wind goes mainstream

Our long-term vision for offshore wind has helped it develop into a mainstream energy source. At Ørsted, we believe that the increasingly cost-competitive energy generated by offshore wind means it can become the backbone of the UK energy system and also support the decarbonisation of other important energy intensive sectors in the UK.

Ørsted was one of the pioneers and earliest advocates of offshore wind. Our long-term commitment to the technology has been founded in a belief that it is the most efficient form of renewable generation. This has led us to invest significantly in developing the industry and in overcoming the hurdles we have encountered along the way.

Without this long-term vision, and that of the UK Government in supporting the development of the technology, offshore wind would not have been able to become a mainstream source of electricity. This a significant step in delivering our vision of creating a world that runs entirely on green energy.



### Scale and experience: a winning formula

Around the world, our wind farms have a total capacity of 3.9 GW, which makes us the leading global offshore wind developer. With 64% of this installed in the UK, and another 3.8 GW in the pipeline, the UK is our largest market.<sup>1</sup>

Our pipeline includes the Hornsea projects which, when constructed and operational, will be the largest offshore wind farms in the world. Our latest project to win a contract, Hornsea Project Two, will have a capacity of 1,386MW and will be large enough to power over 1.3 million homes when it comes online in 2022.

The scale of our operations has been one of the most important factors in our ability to drive the industry forward. It allows us to take a standardised approach to developing, building and operating our offshore wind projects. The same components, such as offshore substations, and processes can be used across multiple projects. This helps us deepen our relationships with our supply chain while finding significant cost reductions.

<sup>1</sup>The figures in this paragraph are taken as of the end of 2017.



### Innovation in offshore wind

At Ørsted, we challenge ourselves to deliver huge infrastructure projects at scale and at increasingly competitive costs. At the heart of our proven ability to meet this challenge is our deep commitment to an innovative approach.

#### 8MW turbines at Burbo Bank Extension

In 2017 we inaugurated the 258MW Burbo Bank Extension Offshore Wind Farm, located in Liverpool Bay. It is here, close to one of the UK's most famous cities, that we have deployed world-first innovations in offshore wind which are helping deliver more green electricity to UK consumers.

This included installing the world's first 8MW turbines, which, at 195 metres, are almost twice the size of Liverpool's Liver Building and taller than London's Gherkin. Larger turbines help towards cost reduction as fewer need to be installed and subsequently maintained.

#### A new offshore wind hub for Liverpool

Both Burbo Bank and Burbo Bank Extension wind farms are now operated from our state-of-the-art Kings Wharf operations and maintenance (O&M) base in Birkenhead, Liverpool, which was opened in December 2017. This follows the operations hub model that we have already pioneered in Grimsby, increasing operational efficiency by overseeing multiple wind farms from a single site. It shows continued innovation in the operations phase of our projects.

#### Using Big Data to predict future trends

We are also trialling new technologies to assist our teams in ensuring efficient operation. We are using drones to inspect turbines and digitising our methods. We are using big data analysis to help us predict wind behaviour and wind turbine faults so we can tailor our work schedules more effectively.

**“ I'm so proud to have worked on Burbo Bank Extension - a truly innovative project. Working with our suppliers to overcome any challenges while installing the world's first 8MW turbines was the most rewarding part of the project. It shows just how far the industry has come.**

**Yvonne Zwiers**, Wind Turbines Project Manager



### Removing cost as a barrier to sustainable energy choices

Our approach to cost reduction and innovative thinking doesn't end with generating energy. We believe we need to enable businesses to make responsible choices.

That's why, in our B2B unit, we absorb the additional premium that businesses must usually pay when choosing renewable energy, making 100% green energy both a sustainable and commercially-sound decision.

Our market-leading flexibility solutions also make it profitable for businesses to support a more sustainable electricity infrastructure. These unique solutions allow companies to help balance the grid by being flexible with their operating schedules and energy usage, earning new revenue in the process.

#### Case study: P3P

This year, P3P Energy Management, a leading supplier of Combined Heat and Power (CHP) energy solutions, began using our Renewable Balancing Reserve (RBR) product. They joined the growing list of businesses discovering the commercial value of using our flexibility products to approach energy more sustainably. The company is a leading supplier of Combined Heat and Power (CHP) energy solutions. It operates a 3MW CHP plant for Britain's largest commercial tomato grower. Electricity is produced as a by-product of the growing process and is exported to the grid. RBR provided a new opportunity for P3P to access the imbalance market, where companies can be financially rewarded for changing their generation or consumption to help balance the system. RBR created an additional revenue stream without commitment or risk, earning the company an average of £273 for each hour they participated. P3P's Energy Manager described RBR in three words: "straightforward, riskless and profitable".





## Innovating for a more balanced energy system

At Ørsted, we know that the energy transition needs innovations to help keep the electricity grid balanced. We are developing and trialling solutions both to help stabilise the renewable energy we generate, and to encourage businesses to use energy in a way that helps balance the system.

### Battery technology integrated into Burbo Bank Offshore Wind Farm

As renewable energy becomes a greater part of our UK energy mix, different solutions are needed to balance supply and demand. At Ørsted, we have made it a priority to develop sophisticated battery storage technology to help achieve this balance.

That's why, in 2017, we worked with supplier ABB to integrate a 2MW battery storage solution into our 90MW Burbo Bank Offshore Wind Farm in Liverpool.

This the first time that battery technology has ever been integrated with an offshore wind farm, enabling us to regulate the electricity we supply, and help keep the grid stable.

**“For me, one of the most inspiring aspects of working at Ørsted is the absolute drive and commitment to achieve a greener future across the entire organisation. I am proud to be part of that movement, working with businesses to provide them with renewable electricity.”**

**Steven Agambi**, Commercial Account Manager,  
Commercial Sales

### Helping UK businesses play their part

Helping people make choices that lead to a more sustainable future is key to the energy transition.

This philosophy drives our approach to energy solutions for our customers. Encouraging businesses to embrace flexibility across the electricity system is crucial to ensuring that the UK's energy infrastructure is both affordable and sustainable. We believe that the most sustainable solution must also be the most sensible and cost-effective choice for UK businesses.

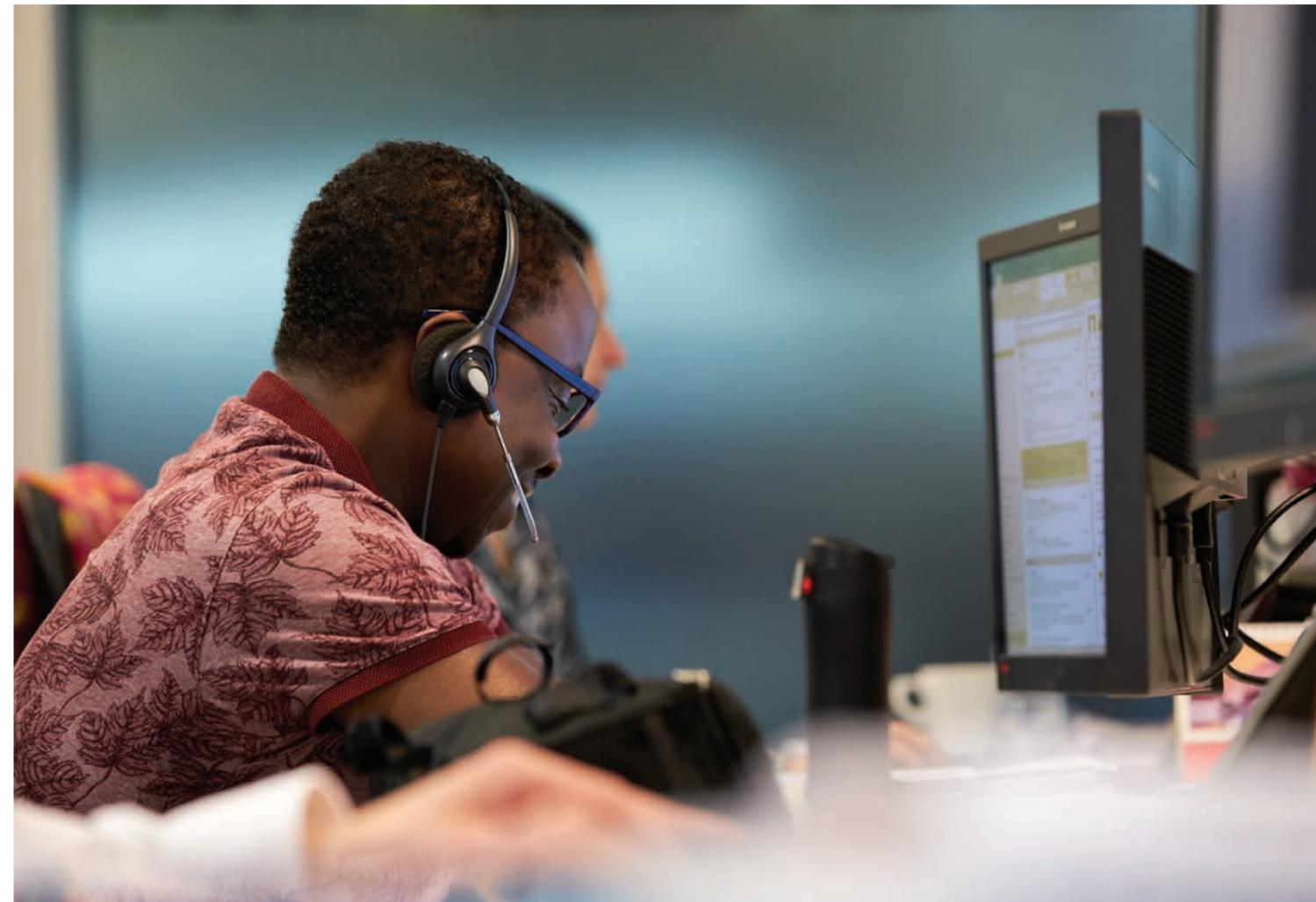
### Taking customer solutions a step further with Energy as a Service

In addition to embedding our market-leading flexibility products, we're stepping up the support we can offer to help businesses embrace a sustainable approach to energy, with the launch of a cutting-edge offering: **Energy as a Service**.

Energy is a significant component in the running of any company, from a financial, carbon, reporting and operational perspective. This can mean businesses are constantly having to develop new expertise to manage their energy usage as effectively as possible.

Energy as a Service combines energy efficiency, on-site generation, buying renewable energy, flexibility and optimisation to help businesses operate more cost effectively whilst reducing CO<sub>2</sub> emissions. We also offer companies the necessary funding to install new technology.

This is a new way of helping businesses achieve their energy objectives, without additional headcount or investment. It helps organisations navigate the evolving energy sector, while reducing emissions, energy costs and operational risk.



## Innovation in energy from waste

In the UK, over 7.7 million tonnes of biodegradable municipal waste were sent to landfill in 2016. At Ørsted, we want to think differently about how we treat waste and are joining the movement towards better, cleaner waste management that brings tangible environmental benefits to the UK.

In 2017, we completed construction of the world's first, commercial, full-scale biotechnology plant in Northwich, Cheshire, using our unique patented biotechnology, called Renaissance, which has been developed and tested for over 10 years. It is a clean process that works by taking waste directly from households and gently treating it, using enzymes to breakdown organic matter. This is used to produce biogas and green electricity. The remaining waste is sorted and cleaned to produce other recycle-ready materials and by-products.

This technology offers an important opportunity to enable the move towards a circular economy, allowing us all to divert up to 120,000 tonnes of waste away from landfill each year as well as producing clean recyclable materials. This helps to reduce costs, reduce CO<sub>2</sub> levels and increase recycling rates to meet local and national targets.

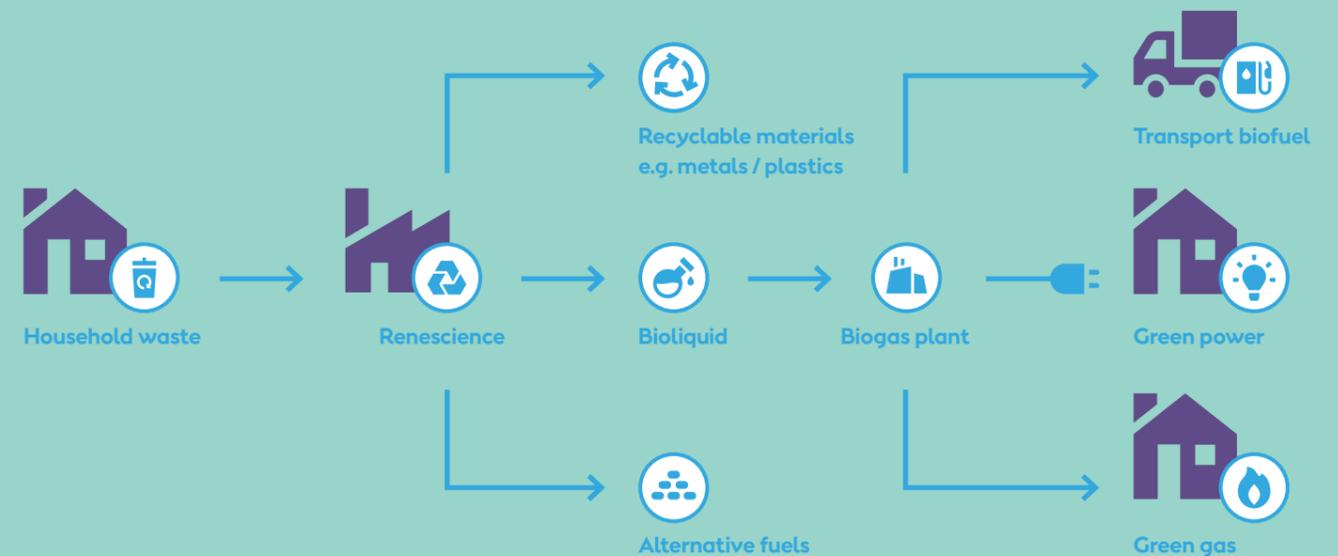
Our facility in Northwich has created 25 high-skilled full-time jobs, after employing 150 people in the construction phase. The plant reaffirms our commitment to invest in the UK as a place for innovation in energy infrastructure. Renaissance breaks away from today's practice of waste disposal and collection by centralising the sorting and doing so in a more environmentally friendly way. It is yet another example of pioneering, high-tech, green engineering at its absolute finest, being deployed in the UK.

**“It’s been a great privilege to work on this technology from its inception, and see it realised here in Northwich. Increasing green energy generation and reducing the amount of waste going to landfill are both pressing challenges. It’s exciting to be meeting these challenges head-on with such a comprehensive solution.”**

**Peter Fischer-Jensen**, Team Lead – Project Development for Rene



### The Renaissance process





## Enabling sustainable growth in the UK

At the heart of both our vision and our business model is the creation of solutions for generating and managing energy that make good business sense. But we also believe our industry must make sense for the UK. At Ørsted, we want to contribute positively to the economic development of our country, whether by supporting UK manufacturing and the development of the UK supply chain, or by investing in skills, training and education.

## Working to deepen the UK supply chain

At Ørsted, we believe in taking a collaborative approach to working with our suppliers, as we believe that strong supplier relationships deliver real benefits to the UK economy. We value their input at every stage of the project, from development to construction and on to operation. Our UK suppliers have built up significant experience from working on offshore wind projects across the country.

We aim to make offshore wind as economically beneficial for the UK as possible. That's why we have directly supported the development of facilities such as the CS Wind towers factory in Campbeltown, Scotland. This site has manufactured wind turbine towers for Walney Extension and will also do so for Hornsea Project One.

We have developed close relationships with a number of our suppliers by working with them on multiple projects. Our relationship with the Offshore Structures Britain (OSB) facility in Teesside has grown from an initial contract in 2015 to produce 16 of the transition pieces (TPs) for Burbo Bank Extension to producing 40 TPs for Walney Extension. Now they are manufacturing 86 of these components for Hornsea Project One, half of the total number required for the project.

In 2017, through our relationship with Siemens Gamesa, the first turbines made at their Green Port Hull site were delivered to our Race Bank offshore wind farm in an historic moment for the area.

### Access to our supply chain

We want to ensure fair access to our supply chain for suppliers that are new to us. Recently, in close collaboration with our Tier 1 suppliers, we ran standalone supply chain events for each of our UK projects in Liverpool, Barrow and Grimsby. We will be repeating this exercise for Hornsea Project Two in 2018. This year, we also appointed a Supplier Development Manager to liaise proactively with suppliers and keep them updated on Ørsted projects and associated opportunities.



**“It’s incredibly satisfying to know that the projects I manage are not only helping deliver green, renewable energy for the UK but are also benefiting the UK supply chain. We are committed to investing in the UK and are placing significant contracts with UK-based companies that can offer competitive prices, pioneering and innovative solutions and an absolute commitment to health and safety.”**

**Duncan Clark**, Programme Director of Hornsea Projects One and Two

## Investing in the future skills base of the UK

At Ørsted, we believe that the UK's future productivity needs to be underpinned by a workforce that has the right skills and training. We're passionate about contributing to this goal and we focus our efforts on promoting careers in offshore wind in the UK.

We are delivering a programme of activities and partnerships, which will help secure our future workforce, using our industry to provide inspiration for career pathways in Science, Technology, Engineering and Maths (STEM). We will continue to develop our Education & Training programme over the coming years.

Here are some examples of our activities:

### Apprenticeships

This year saw the start of Ørsted's new apprenticeship programme. Four apprentices, based in Grimsby, have begun a three-year programme to become wind turbine technicians. They are undertaking qualifications at the Grimsby Institute, combined with time on site to gain practical experience. Following a successful first term, we are now expanding our programme, both in Grimsby and at other UK sites.

### Teach First partnership

At the end of the first year of our partnership with educational charity, Teach First, we have delivered a range of initiatives. In addition to supporting the charity to deliver its important work at a national level, our teams have volunteered for various face-to-face engagement activities in the Humberside and Liverpool areas. These have included offering work experience placements at our Race Bank construction site to give students that all-important experience for their CVs.

### Community Benefit Funds

2017 saw the new rounds of skills-focused funding from both our East Coast (ECCF) and Walney Extension Community Fund (WECF). With these funds, we are helping to improve access to higher education, providing hardship grants for students as well as providing or supporting STEM Educational Funds, giving grants to experienced organisations providing STEM-related training or courses. The WECF is also providing funding at Furness College for people struggling to find employment who want to retrain in engineering. For further examples of our Community Benefit Funds' work, please see page 25.

### Natural History Museum partnership

As part of a new three-year partnership, Ørsted and the Natural History Museum will pioneer a joint education initiative exploring the role that informal science learning environments can play in students' science aspirations.

'Generate: Scientists of the Future' is aimed at building relationships with schools and students over a three-year period to help shape attitudes to, and aspirations in, science. Inspired by the acclaimed ASPIRES research project run by King's College London, this new initiative seeks to build 'science capital' amongst students, developing greater understanding of, and interest in, science, scientists and scientific careers.

### University Technical Colleges

University Technical Colleges (UTCs) are a new approach to education that put industry at the heart of the curriculum. Ørsted is currently supporting both the Engineering UTC Northern Lincolnshire in Scunthorpe and the Ron Dearing UTC in Hull, where we have sponsored the UTC library.

### Regional careers events

We believe it is essential to communicate our skills requirements clearly to the communities close to our operational sites. We support events which help to promote the industry to local groups and organisations with an interest in offshore wind and renewables. This year, Ørsted has presented and exhibited at a number of careers based events in our local areas, including Women into Manufacturing and Engineering (WiME), Labour Market Intelligence Energy Careers event and the Hidden World of Wind Skills Showcase.





# Approaching our local responsibilities with integrity

At Ørsted, our tagline is “Love Your Home”. We want to encourage everyone to see that their home is not just the places where they live but their surrounding environments – villages, towns, cities, countries and, of course, the planet. We make sure we apply this principle to our local areas. We work with our local communities to have a positive impact, understanding where we can contribute to local regeneration and renewal. We also respect the intrinsic value of the local natural environment, and we recognise that, without the right levels of appreciation and care, we are in danger of losing the unique world that exists around us.



## Caring for the local environment

We believe that caring for the natural environment where we construct and operate our projects is a crucial part of our responsibility to our local areas. We approach it with commitment and integrity, proactively taking measures to ensure that our impact is minimal.

We have collaborated on projects with key environmental organisations across the UK. For example, we work closely with environmental public bodies such as Natural England and the Marine Management Organisation, as well as Non-Governmental Organisations (NGOs) to make sure we meet and, where possible, exceed the standard of environmental management expected of us. We work both on projects that link to our core business and on others that prioritise sustainability.

### Case study: Holderness Fishing Industry Group

We are collaborating with both the Holderness Fishing Industry Group (HFIC) and Hull University on a long-term study examining the potential ecological effects on shellfish associated with the construction and operation of the Westermost Rough wind farm.

To carry out this research, we are using a dedicated survey vessel, the **MV Huntress**, which is owned and operated by HFIC but crewed by a mix of professional scientists and experienced fishermen. Mike Roach, HFIC Researcher, described the initiative as “a collaborative and innovative approach to survey design which uses the fishing community”.

This windfarm study is the first of its kind to be conducted anywhere in the world and is proving to be of significant value in easing fishermen’s concerns about offshore wind development.

### Case study: RSPB Seabird Tagging Study

We have supported the Royal Society for the Protection of Birds’ (RSPB) efforts in tracking adult kittiwakes from the Flamborough and Filey Coast colony. GPS tracking devices were attached to 20 kittiwakes by the RSPB to collect data on the birds’ locations as they travel to forage at sea. The tags also contained accelerometers, allowing detection of individual wing beats of birds and differentiating between gliding and flapping flight.

In future studies, once turbines have been constructed, the intention is to use these accelerometers to measure sudden changes in flight behaviour e.g. around wind turbines. Dr. Lucy Wright, Principal Conservation Scientist at the RSPB said “Ørsted and the RSPB are pleased to be working together to improve understanding of the behavior of seabirds around offshore wind farms, which have become an important part of the UK’s energy system. It is hoped that, in the longer term, this study will help both wind farm developers and conservationists understand how to best build renewable energy developments in harmony with nature.”

### Supporting the Natural History Museum

Our interest in the natural world continues through our partnership with the Natural History Museum. Ørsted is a proud sponsor of the museum’s Wildlife Photographer of the Year exhibition, which celebrates the beauty of the natural world and raises awareness of the threats facing our planet.

**“ The Environment & Consents team makes sure that Ørsted’s relationships with environmental groups and bodies are collaborative and constructive. We are all passionate about the work we do – protecting the environment at a local level as we build innovative renewable energy infrastructure.**

Sophie Hartfield, Head of Environment & Consents Specialists.

## Investing in local areas

At Ørsted, we want to see our presence in the areas where we work have a real and lasting positive impact. From supporting local events and projects to investing in local skills (see page 20) and from employing local people and local suppliers to carrying out advocacy at senior level, we make sure our investment benefits the local area.

### Regeneration and renewal

Offshore wind is well established in the UK and has grown roots around the country, particularly in coastal towns across the North of England such as Barrow, Liverpool and Grimsby. There is an important role for offshore wind to play in helping rebalance the UK's economy and it can drive the revival and regeneration of places across the UK.

Offshore wind can create opportunities for jobs, supply chain and infrastructure investment, particularly where clusters of projects exist. The industry can also give towns and regions a chance to participate in new and cutting-edge industries which are making a real difference to the whole of the UK.

#### Case Study: Greater Grimsby Town Deal

Ørsted has been a major investor in Grimsby since 2013 when we first constructed our construction base for our Westermost Rough project. Since then, we have invested heavily in new infrastructure in the town which is also stimulating others to invest. Our expanded East Coast Hub at the Port of Grimsby's Royal Docks represents a further £10m investment into existing buildings and other onshore infrastructure which will support all five of our projects off the Yorkshire coast. We have also previously supported the investment of around £5m into new lock gates at the site, which allows unrestricted access for our vessels.

The Greater Grimsby Town Deal project, which was recently awarded a pilot status by the Government's Industrial Strategy White Paper, is seeking to create jobs and investment, deliver inclusive growth for Grimsby and increase the town's contribution to the UK's economic prosperity. The project seeks to do so through the improvement of the town's economic infrastructure, digital networks and transport connectivity. It will also develop a first-class Higher Education offer, linked to Grimsby's economic sectors, and accelerate the regeneration of Grimsby Town Centre, making Grimsby an attractive place to work, invest and live.

We are proud to have accepted a position on the Greater Grimsby Partnership Board and we look forward to working with other key partners to help to deliver this exciting project.

**“ Offshore wind is central to the Humber and, as global leader in offshore wind, Ørsted's investments in the Energy Estuary have helped support renewed economic growth in our region. The company are creating opportunities for local businesses, working proactively with local partners and investing in state-of-the-art infrastructure, as well as well as creating much needed employment opportunities for local people.**

Lord Haskins, of Skidby



### Community Benefit Funds

Our East and West Coast Community Funds are well established and continue to provide support for a wide variety of community groups and projects over the entire time that our projects will be operating. Grant making specialists, Grantscape, are the independent administrator of our funds. Through local consultation and advisory groups, GrantScape ensures that the investment goes to where it's needed the most.

As of January 2018, £1.9m has been committed to projects in our local areas.

#### Local giving and sponsorship: Ørsted Great Grimsby 10k

Across the country, we sponsor local events and initiatives such as the Ørsted Great Grimsby 10k running race, which had a record 3,000 participants last year. We have now committed to supporting this event for a further 3 years. We look forward to helping this hugely popular event grow and bring benefits to Grimsby.

#### Case Study: Burbo Bank Extension Community Fund

The Burbo Bank Extension Community Benefit Fund has now completed five funding rounds since its opening in 2015. A perfect example of the work we do with our Community Benefit Funds is the New Brighton Mermaid Project. In June 2017, the New Brighton Mermaid Project was granted just over £10,000 funding to support the design and build of a series of mermaid statues which were placed around New Brighton near Liverpool. The project engaged local artists and schools to design and decorate the statues that were placed along a trail in the area. The project takes inspiration from the Black Rock Mermaid, who was said to have appeared to a sailor in New Brighton in the 18th century. The project successfully brought the community and local artists together to celebrate the area's rich history.

**Visit our website to learn more about our Community Benefit Funds and other activities:**  
[orsted.co.uk](http://orsted.co.uk)





# People

At Ørsted, safety is our licence to operate and keeping our employees safe from the moment they arrived at work to the time they go home is the very least we can do as a responsible employer. Going beyond our role to provide a safe working environment we take a more holistic approach in supporting employee wellbeing. Having a corporate health strategy that includes nutrition, exercise and looks after the mental health of our people is just as important in ensuring our employees stay healthy and engaged.



### Safety of our people is paramount

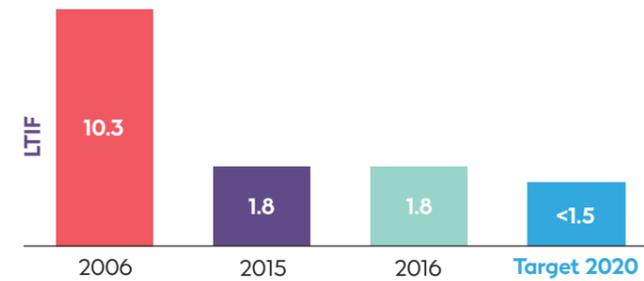
During 2017 our lost-time injury frequency (LTIF) was at just 1.6 injuries per million hours worked. Our target for 2020 is to get our recorded LTIF rate down below 1.5 so we are very close to achieving this target early which is a testament to the continued focus on safety from our people. Safety is a key component of our company guiding principles and we never compromise on health and safety standards; it is the safe way or no way.

### Safety is more than just a number

At Burbo Bank Offshore Wind Farm in Merseyside, we celebrated the fact that, for the past 8 years, there have been no injuries contributing to our LTIF. While this is a fantastic achievement, it does not mean the team has allowed for any complacency. Innovative safety campaigns keep safety at the top of the site agenda and part of everyday conversations. Success at Burbo Bank has come from colleagues who are passionate about their work and genuinely care about the wellbeing of their team mates.



Lost-time injury frequency



### A health strategy with impact

We assist our employees in leading active lives. Our health strategy supports them with our offer of free exercise classes in our office space and also in nearby gym facilities. Over 65% of our employees take up our gym subsidy where we agree to give free, or reduced cost, access to a gym of their choice. We provide lunch each day to our employees with a mix of sustainable healthy options including one daily menu choice below 500 calories. Giving free access to balanced meals designed for slow release energy to keep our employees satiated and with enough energy for work. In 2017 we stepped up a series of stress workshops across many of our UK sites. These workshops help managers to deal with stress and enable them to train their teams so as to pass on the benefits and promote awareness of the importance of mental wellbeing.

### Greater diversity of thought

We are an equal opportunities employer and value on diversity in our teams. We recently published our gender pay gap reporting with an average 5.8% which is amongst the lowest in the industry. There is more for to do and we are working with our industry to find solutions to close the gap. We are a founding sponsor of the POWERful women organisation which helps to advance the professional development and leadership of women across the UK's energy sector. We have recently launched our Spotlight programme which is specifically focussed on developing the talented women within Ørsted.

### Supporting the Modern Slavery Act

In 2017 we published our Modern Slavery Statement, affirming our commitment to safeguard and strengthen labour and human rights, and to promote fair and safe working conditions across our operations and our global supply chains.

