

LEARNINGS FROM THE DANISH CLIMATE PARTNERSHIPS  
ON THE ROAD TO 70% GREENHOUSE GAS EMISSIONS REDUCTION

# Climate Partnership

# Playbook

How to engage  
the private sector in  
climate action plans

The Danish  
Government's  
Climate Partnerships



STATE  
OF  
GREEN



# Overview

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Introducing The Climate Partnership Playbook **03**

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Phase

**01**

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Phase

**02**

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Phase

**03**

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INTRODUCING

**The Climate  
Partnership**

**Playbook**

# The purpose of the Playbook

The need to act on climate is virtually undisputed. Instead, debates now revolve around how to structure efforts optimally. What is evident is that transitioning to sustainable societies and achieving net-zero will not be achieved by governments alone. If we are to find a just and financially viable path, we need to engage all actors, including the private sector. Public-private partnerships can be a highly effective way to structure collaboration and effect real change.

While public-private partnerships are not without their challenges, the urgent need for climate action unites the public and private sector in achieving a shared goal. When done right, they create substantial progress.

The Danish Climate Partnerships are a successful example of how the public and private sectors can work together to supercharge climate action. By sharing the learnings and achievements from these public-private partnerships, we present a model for climate action that can be implemented globally.

Building on Denmark's experience with the Climate Partnerships, this Playbook will help you determine relevant aspects to include in climate action plans that encompass both public and private sector engagement as well as how to increase the likelihood of their success.

## Who is it for?

This playbook is intended for policy-makers, civil servants, and professionals who want to devise ambitious climate targets and reach them through cross-sector collaboration.

## The playbook in context

This climate partnership playbook has been developed and edited by State of Green. It has been done so with input from public and private stakeholders engaged in the climate partnerships. Insights contained within the playbook were gathered through surveys, meetings, and larger workshops with representatives from the project's Advisory Board and selected climate partnerships.

## Thank you!

We would like to express our gratitude to the advisory board who dedicated their time and expertise to the playbook.

These are: Ministry of Climate, Energy and Utilities, Ministry of Business, Industry and Financial Affairs, Ministry of Defence, Ministry of Food, Agriculture and Fishery, Ministry of Transport, Confederation of Danish Industry, Danish Agriculture and Food Council, Green Power Denmark, Danish Shipping, Danish Maritime, Danish Chamber of Commerce, Finance Denmark, Insurance & Pension Denmark

This project is funded by the Danish Ministry of Business, Industry and Financial Affairs, as well as Ørsted, VELUX, Finance Denmark, and Insurance & Pension Denmark on behalf of three of the climate partnerships.

# How to use the Playbook

To assist readers, we have structured the information into three different phases, which are then broken down into different steps. Examples from selected Danish Climate Partnerships can be found throughout the playbook, providing insights and learnings from their specific partnership.

Phase

# 01

## Define your ambition and set direction

The first phase details the preparatory work that must be done when establishing climate partnerships. This section is particularly relevant for policy makers.

Phase

# 02

## Collaborate across sectors and prioritise actions

The second phase, which is more relevant for the private sector, contains guidance and experiences from Denmark on creating a robust governance structure, establishing baseline figures and the scope of the task at hand, as well as valuable advice on stakeholder management and the importance of developing a plan for the delivery and communication of the recommendations.

Phase

# 03

## Turn private sector input into long-term climate action plans

The third phase is targeted towards both the public and private sectors. It highlights how recommendations from the private sector can be integrated into policies and initiatives, and how momentum can be maintained.

# What are the Danish climate partnerships?

Denmark has a national, legally mandated target of reducing greenhouse gas emissions by 70 percent by 2030. To assist in achieving this goal, Denmark established 14 public-private partnerships in 2019, each of which represent a key sector of the Danish economy.

Known as the Climate Partnerships, they are led by business leaders from well-known companies such as Ørsted, VELUX, Pension Denmark, Mærsk, Danfoss, as well as innovative SMEs. Each partnership was tasked with devising recommendations as to how its specific sector could contribute to reaching the 2030 goal. This resulted in more than 400 tangible recommendations, many of which are now being integrated into actual policy initiatives. A good example of this is the suggestion to construct an artificial energy island in the North Sea capable of powering 10 million households with green energy. Denmark's new, uniform carbon tax – which will make a substantial contribution to achieving the 2030 goal – is another example.

The transformative potential of the partnerships is their ability to serve as a blueprint for other countries on how to engage the private sector in developing climate action plans.

## The benefits of climate partnerships

The benefits of public-private climate partnerships are numerous – for both parties.

### For the PUBLIC SECTOR

**Gain insights:** Climate partnerships provide a platform for the private sector to voice new ideas and provide relevant input on how to realise otherwise difficult-to-reach climate targets.

**Foster innovation:** Breakthrough innovations and technological solutions are advanced.

**Reduce private sector emissions:** The private sector is incentivised to play an active role in reducing its GHG emissions.

**Long-term impact:** The commercial viability of carbon-removal technologies and low-carbon alternatives are accelerated when the private and public sector join forces.

### For the PRIVATE SECTOR

**Achieve political impact:** The climate partnerships provide a unique platform for the private sector to engage in public debate and impact framework and market conditions to promote the green agenda.

**Impact public procurement:** Provide recommendations to promote sustainable public procurement throughout the entire procurement lifecycle.

**Continued dialogue:** Climate partnerships provide a forum where key stakeholders from both sectors can share experiences before, during, and after the deployment of climate roadmaps.

**Maintain and strengthen license to operate:** The private sector is under increasing pressure to address environmental and social issues. Climate partnerships can prompt action and ensure companies maintain their licence to operate.

# Denmark's 14 climate partnerships



Life Science  
and biotech



Manufacturing



Service, IT and  
consultancy



Waste, water and  
circular economy



Inland transport



Aviation



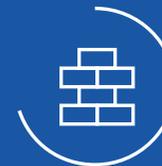
Food and  
agriculture



Blue Denmark



Finance



Construction



Energy intensive  
industry



Commerce



Energy and  
utilities



Defence

The Danish Climate Act was passed in 2020 by 167 of the 179 members of the Danish parliament. The Act obligates the sitting government to work to reduce Denmark's greenhouse gas emissions by 70% by 2030 (compared to 1990 levels) and towards net zero by 2050.

→ Read more about the climate partnerships here: [climatepartnerships2030.com](https://climatepartnerships2030.com)

# 8 actions to unlock the full potential of public-private climate partnerships

Based on experience from Denmark, we have identified eight key recommendations to consider when establishing climate partnerships. Some actions apply to governments, others to the private sector.

## Priorities for the government



### Set an ambitious national goal

Ambitious climate goals give the private sector something to work towards and measure their progress against. These should be measurable and set within a clearly defined timeframe.



### Scope the project correctly

Map relevant methods and data, establish a clearly defined time frame, and define overlapping issues and differences between each sector-specific partnership. This not only ensures a level playing field, but also a solid knowledge base.



### Good governance is essential

Prior to the work, issue a well-considered and well-described terms of reference that clearly outlines expectations and devise a robust governance structure. This includes appointing a chairperson for each sector-specific partnership and identifying a related trade association to steer the project. Make it clear that any input provided from the private sector will be acknowledged and considered when developing climate roadmaps.



### Support the process

Assign qualified civil service personnel to provide ongoing feedback throughout the process and ensure that the private sector's needs are translated into viable political recommendations.



### Define a clear plan for hand over and follow-up on recommendations

When and how each climate partnership should communicate and deliver the recommendations to the government must be clearly defined. The plan must include communication, review processes, implementation of the recommendations and a mechanism to ensure timely follow-up.

## Priorities for the private sector



### Narrow the sector and broaden the partnership

Sectors must be well-defined from the governments side, so that common recommendations can be formulated. However, the partnerships themselves should ensure buy-in from the entire value chain to ensure a broad representation and maximum impact.



### Allocate sufficient resources

A substantial amount of internal and external resources may be needed to gather new data, make calculations, or facilitate the process. This should be taken into consideration before the process is initiated.



### Prioritise actions and set directions

Recommendations should be prioritised clearly, so the government knows what to tackle first. The prioritisation can be based on an assessment of what is most realistic to implement based on the political context, the most cost-efficient CO<sub>2</sub>e abatements, and a division according to what can and must be done now and in the long term.

Phase

# 01

Step

1

Set an  
ambitious  
national goal

2

Scope  
the project

3

Map sectors  
and industries

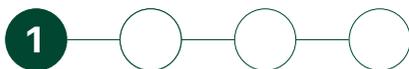
4

Involve  
the private  
sector

## Phase

# O1

## Step



# Set an ambitious national goal

Governments need to define a clear and ambitious climate goal to succeed with climate partnerships. The goal needs to be established and communicated prior to the initiation of the partnerships.

## What to do

The politically decided climate goal must clearly specify what the country should achieve within a specific timeframe.

Genuine political motivation to move the country or region in a greener direction as well as a sense of urgency to secure buy-in and commitment from the private sector is needed. The government should articulate a compelling narrative of why it is imperative to act now and clearly state the benefits of working with public-private partnerships. An overall vision for the country's green transition as a starting point for establishing and working with the climate partnerships should be clearly communicated.

## ! Potential issues

- Lack of genuine political commitment to follow up on the recommendations from the partnerships means the private sector will hesitate to allocate necessary resources.
- Uncertainty about the expected workload, outcomes, and subsequent political interest can deter private sector commitment.

## ✓ Action points

- Set an ambitious – yet feasible – national climate goal that you want to engage the private sector in achieving.  
private sector a stable investment outlook and political framework they can rely on to inform their recommendations.
- Garner broad political support to ensure the goal prevails regardless of political change. This gives the  
- Ensure that short-term goals contribute to fulfilling long-term goals (e.g., CO<sub>2</sub>e-neutrality).

**Fact:** In December 2019, the Danish parliament set a binding target of reducing the country's CO<sub>2</sub>e emissions by 70% by 2030 (compared to 1990 levels) without knowing how to fully reach this goal. The relatively short time frame – combined with the high level of ambition – created a sense of urgency to act.

## Phase

# O1

## Step



# Scope the project

Devise a clear and uniform framework which the climate partnerships must operate according to before establishing the partnerships. Doing so ensures all involved stakeholders understand the confines of the public-private partnership and expected outcomes. This should be described in a well-articulated terms of reference ahead of the process.

## What to do

The government needs to explicitly state what is expected of the climate partnerships and describe its own commitments to the process. At this stage, it is also important to address how the government aims to bring the private sector's recommendations into play.

Ideally, the terms of reference should:

- State the mission, objective and expected outcomes – including a description of the overall political climate goals and how the climate partnerships' work is expected to contribute to this.
- Identity which definitions and concepts the climate partnerships should use as references (including data sources and calculation models).
- Present the existing knowledge base and clarify which knowledge gaps need to be closed.
- Describe which types of stakeholders should be involved, what competencies will be needed and how the climate partnerships should work together across the different partnerships.
- Clarify to which extent the public authorities will make their knowledge, data, and analytic resources available and assist the partnerships in their work.
- Indicate which financial burdens each partnership is expected to carry (e.g., work force, consultancy fees etc.).

- Describe the desired scope of the recommendations (e.g., economic or geographical limits which they should adhere to) and how specific the recommendations should be.
- Determine the common format of the climate partnerships' work – which type of report should be complied? This will ensure a level playing field and make it easier to compare deliverables later.
- Describe how the government will bring the recommendations into play once they have been submitted.

## ! Potential issues

- Get the timing right! A too short timeframe can result in hasty recommendations, while giving the partnerships too much time tends to lead to a lack of momentum and losing a sense of urgency.
- Ensure a suitable balance in how involved the authorities should be in the development of the recommendations, so that they can provide guidance on devising realistic recommendations, but also give the partnerships freedom to think innovatively.



See the Danish government's terms of reference

## Phase

# 01

## Step



# Map sectors and industries

The identification and grouping of sectors will impact the governance of each climate partnership as well as the future outcome of the recommendations. It is worth considering how homogenous or diverse they should be and whether the different partnerships overlap in terms of their emissions.

## What to do

Consider which industries contribute most in terms of the economy and emissions – now and in the future – when choosing which sectors and industries to include in each climate partnership. It is also useful to consider synergy effects between the different sectors and map knowledge gaps where public-private partnerships could foster new technologies to reach national climate goals.

The sectors must be distinguished clearly using existing data. Official industry codes and other statistical inventories can be used for this purpose. It is also important to look at the available data on emissions from the different sectors.

## ! Potential issues

- If there are large overlaps between the different partnerships, consider whether a model for cross-cutting cooperation should be instituted to ensure coordination between the recommendations.
- A highly homogenous partnership (e.g., with a few large players who operate under similar conditions) will be more likely to identify common challenges and potentials for emissions reductions. However, this can also result in “business as usual” recommendations.
- A very diverse partnership may find it more difficult to agree on common goals.
- On the other hand, a diverse partnership may foster brand-new ideas and methods. This option will require a greater level of stakeholder management to secure buy-in from the entire partnership.

## ✓ Action points

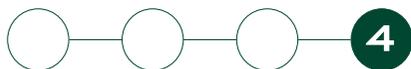
- Use existing data to map the entire private sector (industries and sectors) in your country to gain a clear overview of direct and indirect emissions.
- Leverage existing groups of sectors or industries with a common understanding of challenges and solutions.
- Identify pros and cons between a diverse partnership with many stakeholders vs. a smaller and more homogenous partnership.



## Phase

# 01

## Step



# Involve the private sector

The next important step is to reach out to relevant trade associations, companies, ministries, and other important stakeholders to get them to commit to the process. At this stage, policy makers can also nominate a strong chairperson to lead the climate partnership and devise an organisational and operational roadmap.

## What to do

Make sure the involved stakeholders in each climate partnership are a broad representation of the sector. This will ensure enough perspectives as well as legitimacy and buy-in from the sector.

The governance structure may vary from one partnership to another, but there should be a secretariat with enough resources to facilitate the process and preferably a high-profile chairperson who can serve as a driving force for the entire sector.

## ! Potential issues

- To account for each company's and organisation's specific interests, establish broad climate partnerships, where all relevant parties buy into the overall premise and can have a say.
- Make sure the climate partnerships consist of stakeholders with different skills and viewpoints. It can also be useful to engage people who can think creatively – the task at hand requires visionary solutions and not just a 'business as usual' approach.

## ✓ Action points

- Identify primary trade associations willing to function as the secretariat for each partnership.
- Appoint a chairperson (C-level) with a measurable interest and influence in both the climate change agenda and the sector.
- Connect each climate partnership with relevant ministries. The respective ministries will contribute with data, analysis, and insights throughout the process.

## The experience from Denmark

In the example of the Danish Climate Partnerships, the trade associations played a significant role, functioning as secretariats for all the climate partnerships. They also provided advice to the government in the process of appointing chairpersons.

Phase

# 02

Step

1

Getting the  
governance  
right

2

Establish a  
baseline and  
choose your scope

3

Engage key  
stakeholders

4

Translate  
recommendations  
into tangible action  
and private sector  
initiatives

## Phase

# 02

## Step



# Getting the governance right

At this stage, the primary trade association, and the chairperson of the climate partnership, need to establish good project governance. Questions such as **who** needs to be involved, **what** are our main tasks and roles, and **how** do we get the best outcome, should be addressed. This enables the climate partnerships to deliver on requirements and creates a forum to resolve issues in a timely manner.

## What to do

### Establish a strong secretariat

The appointed trade association plays a significant role in the climate partnerships. The secretariat runs the project, possess key industry knowledge, feeds in relevant inputs, and gathers knowledge from stakeholders. Clarity on who has ownership of which tasks, division of roles, and relevant contacts in ministries, agencies, etc. should be established before the work begins.

### Ensure a strong chairmanship

A strong chairmanship can support the success of the individual partnership. Someone who commits to meetings and represents the partnership as an ambassador for the sector and recommendations, including representing the partnership in public debates. In Denmark, some of the partnerships operated with co-chairpersons selected by the chairperson, while in others, it was anchored around one person. Most importantly, the chairperson engages actively with resources and commitment to manage the diverse interests.

### Involve key stakeholders

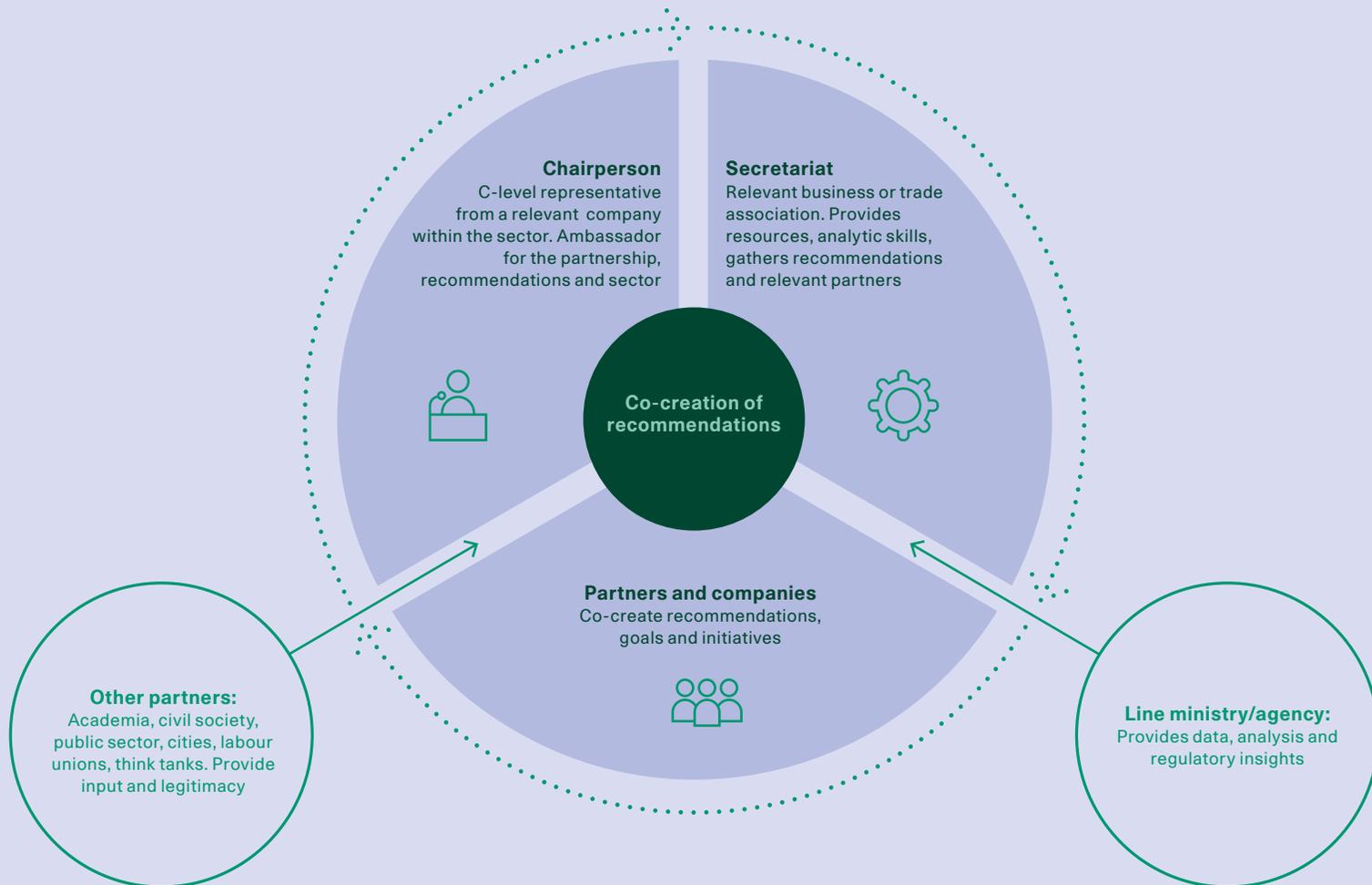
The partners that engage in the partnership have their own interests at heart. It is important to ensure broad-based climate partnerships, representing the entire value chain, where all relevant parties buy into the premise and can have a say. Both the chairmanship and partners should meet regularly to ensure progress.

## ! Potential issues

- The chairperson and secretariat should be prepared for a substantial workload during the process.
- The secretariat and chairperson will face challenges in balancing the diverse interests of the stakeholders.
- There may be a need to engage external consultants to gather new data, make calculations or facilitate the process. These all come at a cost and should be taken into consideration before the process is initiated.

# Co-creation of recommendations

When developing the recommendations, it is key to collaborate across the entire ecosystem and include as many relevant voices as possible. Note that not all stakeholders will have equal influence or interest in the partnership. For that reason, it is important to separate the identified stakeholders into groups, so that an approach to set and manage their expectations can be developed.



## Phase

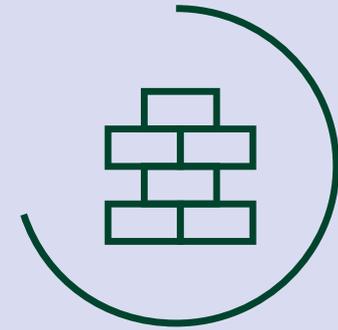
# 02

## Step



## Case

# The construction sector



### About the partnership

The Climate Partnership for Construction represents more than 100 actors from across the value chain, including representatives from research organisations. Given that the energy consumption of buildings is responsible for a substantial amount of Denmark's emissions, the potential for reducing emissions across the value chain is considerable.

### Example

The construction sector's value chains are long and complex and includes building owners, investors, developers, architects, consulting engineers, contractors, builders, building material producers and suppliers.

The construction sector is a good example of the necessity of addressing the governance of a climate partnership and spending time mapping the entire value chain. The Climate Partnership for Construction constituted itself into five working groups, each representing a part of the value chain. These were;

- Implementation of energy efficiency measures in existing buildings.
- CO<sub>2</sub> reduction from operation of buildings.
- Design and the CO<sub>2</sub> content of materials in buildings.
- CO<sub>2</sub> reduction at the building site.
- CO<sub>2</sub> reduction in the civil engineering sector.

### 3 key learnings

- 1** Anchor the partnership in a single trade association that can take the lead and drive progress.
- 2** Set aside enough resources to map the entire value chain and engage stakeholders throughout it.
- 3** Structure the work into scope 1,2 and 3 emissions to make the results transferable to other partnerships.

Danes spend nine out of ten hours inside buildings. 40% of Denmark's energy consumption and 23% of the CO<sub>2</sub> emission derive from energy consumption in buildings. 10% of Denmark's CO<sub>2</sub> emission stems from the production of building materials and the building processes.



Read more

“

The governance structure of the construction partnership was a way to gather all the necessary stakeholders in a complex sector. The climate partnership was the first attempt in Denmark, and maybe even the world, to bring together all players and define how we can reduce emissions in the construction sector. The legacy of the partnership is a stronger, more robust and coherent sector voice.”

Kurt Emil Eriksen, Senior Public Affairs Manager,  
EU & Global, VELUX

**VELUX**<sup>®</sup>



## Phase

# 02

## Step



# Establish a baseline and choose your scope

Understanding your sector's carbon footprint and establishing an emissions baseline is an important first step. A well-defined baseline will help you reach clear, tangible deliverables and serve as an ongoing tool to track your progress. Another integral part of this phase is choosing your scope, investigating upstream and downstream activities as well as on-site emissions.

### What to do

Data, calculations, and models are key tools for setting goals and initiatives. Ideally, the government should provide relevant data to be used for the documentation and modelling of different scenarios prior to the process of establishing emissions baselines.

It is also possible to draw on resources from industry organisations and seek input in the form of calculations and modelling from external consultants. Best practice climate partnerships worked with all three scopes as defined by the GHG Protocol but this may vary. The climate partnerships for construction, financing, and aviation, for example, all have different emissions profiles – some with high emissions in scope 1 and 2, while others have mostly scope 3 emissions.

### ! Potential issues

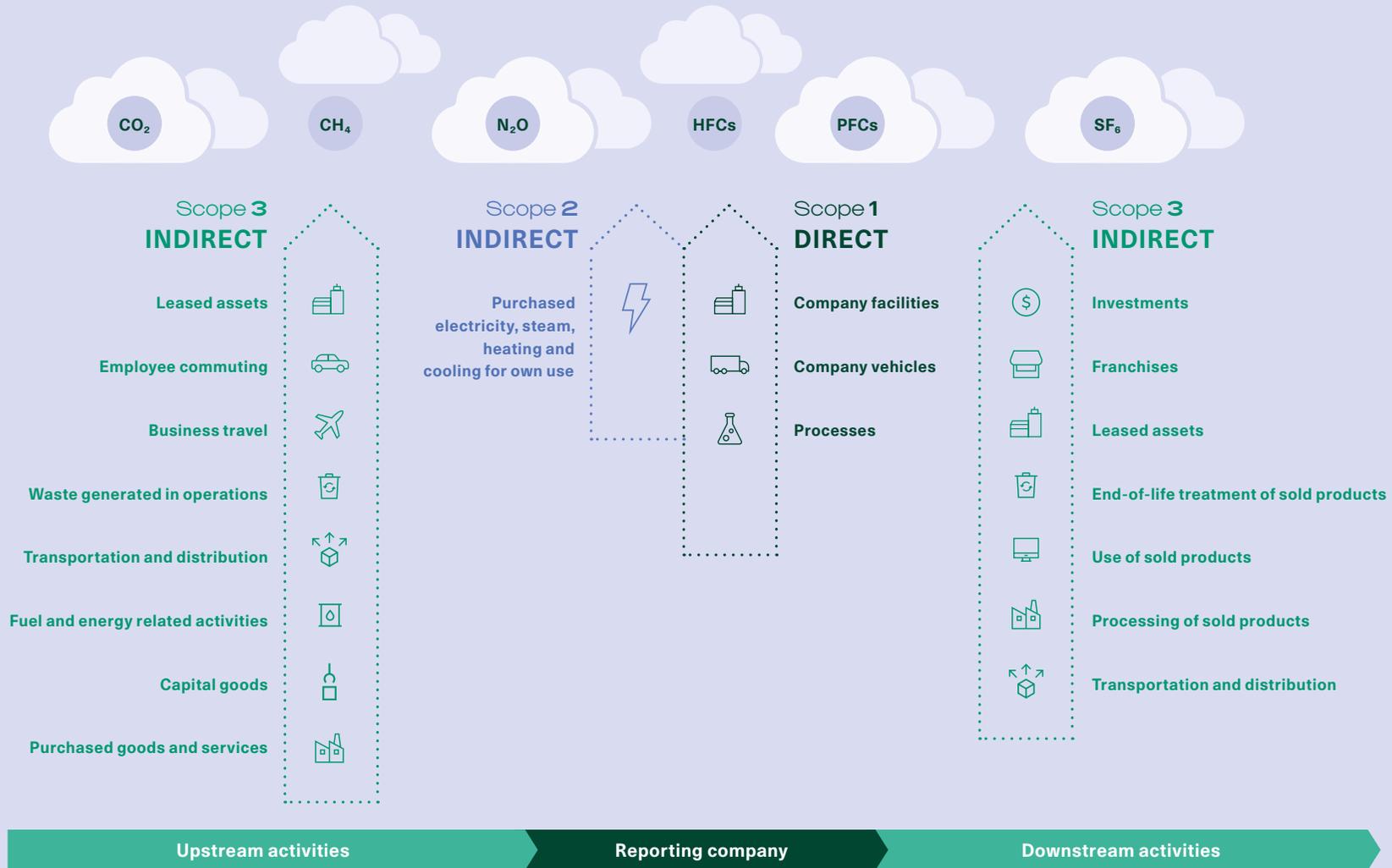
- A lack of baseline data from relevant authorities will make it difficult to scope the sector's emissions.
- There may be a need to engage an external consultancy to establish an emissions baseline and scope.
- Ensuring data legitimacy can be challenging if the right partners and sources are not used.
- Including scope 3 emissions can be difficult for many sectors due to the lack of cross-border emissions data.

### ✓ Action points

- The government should provide data to help establish a baseline.
- Map scope 1, 2 and ideally 3 emissions in accordance with the GHG protocol.
- Make sure the climate partnerships adhere to the same emissions methods across sectors to ensure comparability.

**GHG Protocol**  
The GHG Protocol establishes comprehensive global standardised frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.

# Establish a baseline and choose your scope



SOURCE GREENHOUSE GAS PROTOCOL, WORLD RESOURCE INSTITUTE 2022.

## Phase

# 02

## Step



# Engage key stakeholders

To ensure legitimacy and buy-in from the sector, it is important to engage key stakeholders representing the entire value chain. These include key private and public decision makers. Doing so will increase the likelihood of the climate partnership's success and ensure long-term commitment to goals and initiatives.

## What to do

The first step is to identify influential and relevant decision-makers and organisations. One way could be to establish an advisory board for the partnership. Members of the advisory board could include labour unions, financial partners, NGOs, civil society, or academia. Other partnerships have established interest or steering groups. These forums serve as an important tool for securing equity, transparency, and inclusiveness across the sector.

The public sector is also a key stakeholder and should be included in the process. Firstly, in terms of having the relevant authorities assess whether the recommendations are realistic. Secondly, the public sector can impact private sector emissions through procurement policies, acting major customer in many sectors (e.g., the construction, energy, and life-science sectors).

## ! Potential issues

- Lack of inclusiveness: The well-being of the project is threatened when stakeholders feel alienated by the process.
- Finding the right balance between inviting too many and too few voices to participate in the partnership.

## ✓ Action points

- Identify and involve key stakeholders, e.g. civil society, academia, labour unions and financial partners.
- Create forums and meetings before, during and after the climate partnership project to secure long-term engagement.
- Ensure a close dialogue with the public sector to validate recommendations and their robustness.





## Phase

# 02

## Step



## Case

# The finance sector



### About the partnership

The Climate Partnership on Finance has low direct emissions but a large indirect impact through investments and lending. The finance sector therefore plays a central role in bringing about systemic change and helping mobilise and shift capital to decarbonise the economy fully.

### Example

While the other 13 climate partnerships identified areas requiring investment, the climate partnership for the financial sector played a pivotal role in providing the finance and investments necessary to ensure a transition to a green economy.

To identify the technologies and areas that required investments, the Climate Partnership for Finance worked actively to coordinate and share knowledge across the other climate partnerships throughout the entire process. The continuous cross-sector collaboration proved to be a huge asset for the finance partnership, leveraging new insights, data, and investment opportunities. By establishing bilateral meetings and cross-sector forums, the finance partnership identified the most relevant financial instruments and initiatives.

The Climate Partnership on Finance established a framework for Financed Emissions Accounting, including principles and methods for their members. The partnership also delivered 11 recommendations to the government on how to achieve a common method for CO<sub>2</sub> emissions calculations.

### 3 key learnings

- 1** Facilitate cross-sector workshops with the other climate partnerships.
- 2** Use the finance sector to effect systemic change, and together with the other partnerships, identify technologies that via investments and loans can help to fully decarbonise the economy.
- 3** Formulate policy proposals highlighting possible improvements and changes to framework conditions and regulations (e.g., subsidies, taxes) to make these investments and loans commercially interesting.



Read more about the climate partnership

A man with glasses, wearing a dark suit and tie, is leaning on a metal railing. He is smiling slightly and looking towards the camera. The background is a lush green hedge or wall of plants.

A key motivation for us in the Climate Partnership for the Financial Sector was to get closer to all industries and understand their challenges in achieving the 70 percent reduction goal. As a result, our climate partnership has been developing financial solutions to make the recommendations from the other climate partnerships suitable for investments.

Our aim is to support cross-cutting initiatives and outcomes. That is why we as a sector have pledged to invest DKK 600 billion in the green transition over the next ten years. This means that funding will not be a barrier to the transition, nor to the government's very ambitious goals. We have approached this task based on the idea that we must facilitate economic growth in Denmark and raise the living standards of Danes – whilst at the same time making the world more sustainable.”

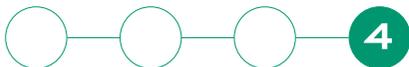
Torben Möger Pedersen, CEO,  
Pension Denmark and Chairman  
of the Climate Partnership for Finance

**Pension**Danmark

Phase

02

Step



## Translate recommendations into tangible action and private sector initiatives

The overall purpose of each climate partnership is to deliver concrete recommendations and initiatives that will reduce emissions – both on a national and sectoral level. To effect real change, recommendations should be transformed into tangible actions and initiatives.

### What to do

The partnership's ambitions can be formulated as either absolute or relative goals for efficiency levels and reductions. They should ideally be anchored in the scopes set out in the GHG Protocol. Some goals will depend on the objectives and technological innovation of other sectors. It is therefore beneficial to set common and cross-cutting objectives.

The terms of reference should specify how broad or concrete the recommendations must be. It can be an advantage to have an ongoing dialogue with the authorities during the work process to ensure greater impact subsequently.

The input should be prioritised clearly, so politicians know what to tackle first. The prioritisation can be based on an assessment of what is most realistic to implement based on the political context, the impact on GHG reductions, and a division according to what can and must be done now and in the long term.

Finally, a communication plan should be developed prior to launching the report. This is done to create maximum impact and public awareness about the sector's own initiatives and recommendations for political initiatives.

#### **95% reduction in the energy and utilities sector by 2030.**

The Danish Climate Partnership for Energy and Utilities exceeded the government's ambitions and identified reductions of 95 percent. This was achieved by working across the energy sector, co-creating, and focusing on innovative technologies.

### ! Potential issues

- Translating the wishes of the private sector into policy recommendations can be a challenge. A well-described terms of reference and close, ongoing dialogue with the authorities can remedy this.
- Ambitions, realism, and the political context will influence the recommendations. On the one hand, the business community must be able to challenge the status quo and be able to see itself in the recommendations. On the other hand, the recommendations are not likely to make an impact if they are not politically viable.
- Not everything can happen immediately and some actions will be interdependent.

### ✓ Action points

- Formulate as ambitious recommendations as possible while ensuring broad buy-in from the sector.
- Identify actions and initiatives across scope 1, 2 and ideally scope 3 emissions.
- Embed climate action in company DNA.
- Prepare a communication plan specifying how your recommendations should be delivered to government as well as launched to the general public.

Phase

# 03

Step

1

Receive recommendations and integrate them into climate action plans

2

Establish a mechanism for continued dialogue

3

Maintain ongoing collaboration

Phase

# 03

Step



## Receive recommendations and integrate them into climate action plans

Final recommendations from each of the climate partnerships must be delivered in accordance with the terms of reference and mandate given to the partnerships. It is important that the government acknowledges the hard work by assessing each recommendation thoroughly.

### What to do

The government and regulatory authorities should incorporate relevant recommendations into political negotiations, initiatives, and regulatory frameworks.

The recommendations and objectives could be detailed in sector roadmaps, which operationalise and outline the path towards the climate goal. It is essential that the recommendations are translated into political decisions that create a favourable framework for a green transition. It is also important the authorities implement political decisions in close dialogue with the sectors while momentum still exists.

### ! Potential issues

- The greatest risk is that concrete recommendations from the private sector are neither implemented, activated, or even evaluated.
- The climate partnerships are not acknowledged sufficiently for their hard work.

### ✓ Action points

- Set the stage: Engage the press and maximise the exposure of each climate partnership's recommendations and communications efforts.
- Meetings, forums, and sessions should be established between a climate partnership and their relevant line of authority or ministry to deliver the recommendations.
- Develop long-term climate action plans, clarifying immediate actions based on the recommendations from the private sector. Implement changes to policymaking and public procurement accordingly.



→ The deputy chair of the Danish Climate Partnership for Construction, Ingrid Reumert, delivers their report to the Minister of Housing, Kaare Dybvad Bek.

PHOTO RICKY MOLLOY FOR CONFEDERATION OF DANISH INDUSTRY

Phase

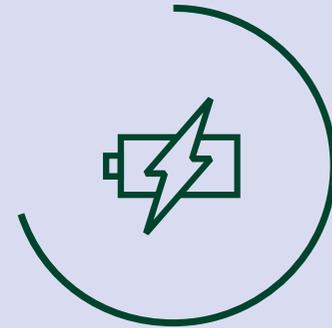
03

Step



Case

## The energy and utilities sector



### About the partnership

The Climate Partnership for Energy and Utilities aims to reduce its sector emissions by 95 percent in 2030. The partnership focused on finding new ways to scale up renewable energy and decarbonise hard-to-abate sectors.

### Example

In 2019, when the climate partnership began its work, the energy and utilities sector had already reduced GHG emissions by 58 percent through technologies such as wind energy, bioenergy, district heating and electrical grids. To reach the 95 percent target, the sector needed to investigate new and innovative technologies.

The partnership identified and established projects to help mature emerging technologies and solutions. These include the world's first energy island, scaling up renewables such as wind and biogas, electrification of transport, and a hydrogen fuels initiative to scale green fuels. These recommendations have subsequently been translated into concrete political commitments and a revised regulatory framework to support the innovations.

### 3 key learnings

- 1** Challenge the status quo and dare to be more ambitious than government and regulators.
- 2** Establish partnerships and projects that continue as a private sector initiative to get the ball rolling on innovations.
- 3** Make sustainable decisions today to ensure your license-to-operate extends beyond 2030.



Read more  
about the climate  
partnership



“

The unique collaboration between industry and government in the climate partnership has been a catalyst for companies to look beyond their own industries for green solutions and innovative partnerships. The flagship Danish power-to-x project, Green Fuels for Denmark, which Ørsted is a key part of, was established as a result of this cross-sector collaboration to produce green fuels at scale to help decarbonise transportation.”

Mads Nipper, CEO, Ørsted & Chairman,  
Climate Partnership for Energy and Utilities



## Phase

# 03

## Step



# Establish a mechanism for continued dialogue

It is important to maintain a momentum once the government has received the recommendations and implemented them into climate roadmaps. This could be done through a forum or network that meets regularly to discuss and carry on the implementation of the climate partnerships' recommendations.

## What to do

Establish a network or a forum for ongoing, high-level dialogue, once the climate roadmaps have been finalised. The members of the forum or network should represent both the public and private sector.

## An example from Denmark

In Denmark, the government has established the 'Green Business Forum' where the chairperson from each of the 14 climate partnerships are invited together with the relevant

ministers. The forum is chaired by the Minister of Climate and the Minister of Business to ensure high-level commitment. Other key stakeholders are also engaged in the forum when necessary.

### Governance of The Green Business Forum

#### Chairmanship

The Minister of Industry, Business, and Financial Affairs and the Minister of Climate, Energy and Utilities

#### Ministers

Ministers of Foreign Affairs, Minister of Taxation, Minister of Food, Agriculture and Fisheries, Minister of Health, Minister of Transport, Minister of Research and Education, Minister of Interior and Housing, Minister of Environment, Minister of Defence

**The chairperson of each climate partnership should be represented**

#### Trade associations

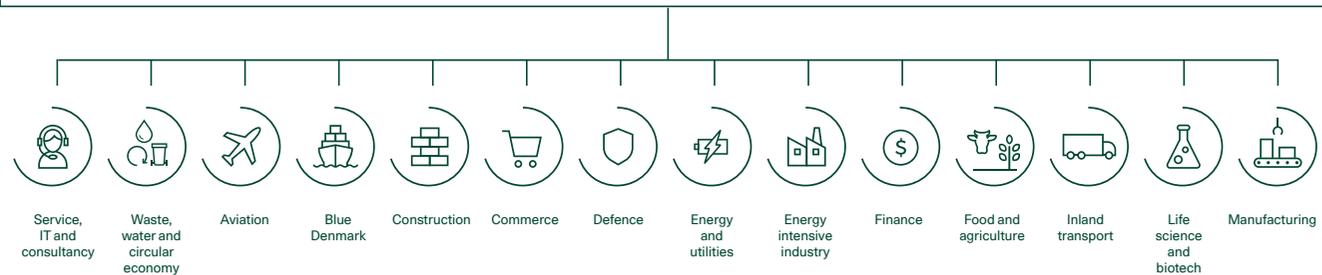
The Confederation of Danish Industries, the Danish Chamber of Commerce, Green Power Denmark, the Danish Agriculture and Food Council

#### Other organisations

CONCITO, the Danish Climate Council

#### Labour unions

Danish Metal Workers, 3F – United federation of workers, the Danish Trade Union Confederation



See the Danish government's terms of reference

Phase

03

Step



# Maintain ongoing collaboration

The individual climate partnerships represent a forum for key players in each sector. The structure of the partnerships allows for the dialogue to be continued through initiatives, projects and shared messages.

## What to do

The climate partnerships serve as a platform to gather a sector's stakeholders and drive concrete initiatives to reduce emissions. Ideally, the climate partnerships can be used to communicate concrete messages on behalf of each sector and can continue to develop recommendations for government. As both climate challenges and green technologies develop rapidly, it is vital that the private sector continues its commitment to decarbonise and reduce GHG emissions. The climate partnerships can help facilitate this.

## ! Potential issues

- Loss of momentum: After delivering the concrete recommendations from a climate partnership, there is a real risk of losing the momentum.
- Key stakeholders: As many of the sectors develop and change over time, it is important to have relevant companies and organisations involved as well as an engaged chairperson.
- Public sector and political environment: Whether the partnership's initiatives and recommendations result in concrete regulations and political action is highly dependent on the political environment at the time.

## ✓ Action points

- Establish a forum or network to ensure ongoing collaboration.
- Suggest and commit to shared projects and initiatives.
- Be clear on concrete next steps after the recommendations have been delivered.
- Use the climate partnership as a platform for shared political messages.





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# How to get started

This playbook provides insights into Denmark's learnings from the Climate Partnerships. Acknowledging that one size does not fit all, the playbook mostly serves as inspiration rather than a recipe for success. We have gathered valuable resources and insights for both the public and private sector to kickstart your own journey.

Access them here:

[climatepartnerships2030.com](https://climatepartnerships2030.com)

