Energinet Microsoft 365 Copilot rollout

IMPLEMENTED 2023–2025 · ENERGY AND UTILITIES · DENMARK · BAND D · CLAIMED ONLY
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Denmark's electricity and gas transmission operator gave Microsoft 365 Copilot to its staff in 2024 and began building agents in 2025. It reports time savings on named tasks and says it has no organisation-wide figure. Its own manager said adoption was harder than any rollout she had seen.

ABOUT THIS SYNOPSIS

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NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI used: Generative AI assistant and agents: Microsoft 365 Copilot, GitHub Copilot and Copilot agents.

Implemented: 2023–2025. Grade: band D, Task support, Claimed only.

Headline result, as reported: Copilot rollout to a workforce of about 2,500 in 2024; a procurement task that took two working weeks a quarter is now about half done in minutes, by Energinet's account

1 · The case

The facts, as reported by the 5 sources listed at the end. Where a source is silent, the field says "Not reported".

Organisation

Energinet. Independent public enterprise owned by the Danish Ministry of Climate and Energy that owns, operates and develops Denmark's electricity and gas transmission systems. 2,525 employees at the end of 2024 and 2,663 at the end of 2025, per its annual reports. Canvas block: 5. People and skills. Also 4. Operations and process.

Business challenge

The challenge. Per Microsoft's story, Energinet must optimise the Danish transmission system to carry three times as much electricity within seven years, which puts extra pressure on its IT functions. Management expected Copilot to free time and resources for development and innovation, per VENZO.

Who implemented it

Microsoft (Model or cloud provider): Supplied Microsoft 365 Copilot, GitHub Copilot and Azure OpenAI, and built the 2023 legal assistant with Energinet, per Microsoft..
VENZO (Consultancy): Worked on data security from April 2024, then on the Copilot rollout and adoption, per its own account..
In-house (In-house): Energinet Digital Collaboration team: Ran the rollout, training and ambassador network..

Technology (SEAM pillar E)

SEAM types: T2 Embedded AI in existing software, T7 AI agents. Deployment: Vendor SaaS. Vendors and products: Microsoft, Microsoft 365 Copilot, GitHub Copilot, Azure OpenAI Service, Copilot agents.

Where it was built in: Copilot sits inside Word, Outlook and Teams and reads data held on Energinet's Microsoft platform; Copilot technology is used in software development; agents compare Excel files in procurement and a search agent for acronyms was being built in 2025.

What changed

Before: a quarterly procurement cross-check of Excel files took two working weeks. After: staff can opt in to Copilot, and the procurement agent does almost half of that cross-check in a few minutes, by Energinet's account. Measured organisation-wide results: Not reported. [1] [2] [3] [4] [5]

What it cost

Not reported

What it saved

No organisation-wide efficiency figure is reported; the chief digital officer says there is none. Named examples, all by Energinet's account: software development 30% more efficient with GitHub Copilot; a quarterly procurement cross-check that took two working weeks now about half done in a few minutes. [1] [2] [3] [4] [5]

Governance and control

Staff had to label unstructured data by confidentiality level before Copilot access, a compliance step made the rollout opt-in, and a KPI scoreboard tracked use, by Energinet's and VENZO's account. A board-approved policy on ethical data and technology use covers AI. A manager said in May 2025 that who owns agents and which decisions an AI may take had not yet been discussed.

S2 · Accountable owner · Claimed
The chief product owner for the Microsoft 365 platform leads the Digital Collaboration team and set data classification as a condition of access, by her account. [2]

A1 · Safe use · Claimed
Staff must label unstructured data by confidentiality level, and Energinet has a policy on ethical data and technology use that covers AI. [2] [5]

A2 · Human in the loop · Not reported
Not reported. The sources do not describe review of Copilot outputs.

A3 · Monitoring and assurance · Claimed
A scoreboard measured Copilot use against defined KPIs from go-live, per VENZO. Output quality checks are not reported. [4]

A4 · Vendor AI · Claimed
The compliance department required staff to read the terms and opt in; VENZO drafted a data privacy impact assessment, per VENZO. [4]

A5 · Agent controls · Not reported
A manager said in May 2025 that responsibility for agents and the decisions an AI may take had not yet been discussed. Controls are not reported. [2]

A6 · Standards and regulation · Claimed
The 2025 annual report states a policy on ethical data and technology use covering AI, published under the Danish Financial Statements Act, and says it is updated as technology changes. [5]

What worked, what did not, what is unproven

WORKED

– Opt-in take-up: almost half of employees had chosen Copilot after 10 days, per VENZO.

– Named task savings in procurement and software development, by Energinet's account.

– Data classification and a compliance step were put in place before access was given.

DID NOT

– Adoption was slow to start. Energinet's chief product owner said she had not tried anything so hard to get users to adopt.

– The planned simultaneous start for all staff did not happen; the compliance department required an opt-in.

UNPROVEN

– Organisation-wide time saved or cost effect; Energinet reports no such figure.

– Quality of Copilot outputs against the previous way of working.

– How agents will be owned and controlled as their number grows.

Timeline

2023 Energinet and Microsoft build an Azure OpenAI assistant for the chief legal officer, trained on 50 documents and later expanded to 200 [3]

Apr 2024 Consultancy VENZO is brought in on data security and then on the Copilot rollout; the team asks how impact will be measured [4]

May 2024 Planned simultaneous start for 2,400 staff on 15 May changes when compliance requires staff to read the terms and opt in; go-live follows on 16 May after a 300-user pilot [4]

May 2024 After 10 days almost half of employees have chosen to use Copilot, per VENZO [4]

2024 Annual report for 2024 records that Energinet implemented Microsoft 365 Copilot as a personal generative AI assistant and uses Copilot technology in software development [1]

2025 Annual report for 2025 restates a data ethics policy that covers AI and describes a separate AI and machine learning method for sizing grid reserves [5]

2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

Level of change and impact

Claimed: Not applicable. Grade: D, Task support. Proof: Claimed only. Level of change: Task support.

Task support (Level 1, band D). Individuals and teams report doing named tasks faster; no process owner sign-off, cost line or headcount change is reported.

Graded D: individuals and teams do tasks faster, with named examples, but no cost line, headcount or process owner sign-off is reported. Energinet itself says it has no organisation-wide efficiency figure.

The SEAM view and lessons learnt

The notable choice is the order of work: data classification and a compliance step came before access, and a scoreboard was built before go-live. The first result was low take-up, because Copilot sits inside tools people already use. The task figures are real examples from the organisation's own account and cannot be added up to an organisation-wide result. For a mid-sized organisation, the transferable point is to define the measure of impact before the licences go out, and to settle agent ownership before agents multiply.

1. Classify and label data before an assistant is allowed to read it.
2. Agree how impact will be measured before go-live, and track take-up from the first day.
3. Settle who owns each agent and what it may decide before agents multiply.

Evidence

Score 1 of 4. Self-reported: Energinet's annual reports, an article sponsored by Energinet, a Microsoft customer story and a consultancy's account. No independent evaluation was found.

Evaluation method. Self-reported company figures: annual reports, a sponsored article, a vendor customer story and a consultancy account; no evaluation of results.

Sources disagree. Headcounts differ: 2,525 employees at the end of 2024 (annual report), about 2,500 (Microsoft), 2,400 targeted for the 15 May 2024 start (VENZO), and 1,800 given Copilot (Ingeniøren, 2025). The sources do not say whether the lower figures count licences or staff.

Status. Ongoing: in May 2025 Energinet was building agents; no later account was found.

3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/energinet-microsoft-365-copilot

[1] Energinet: Integreret årsrapport 2024
https://www.energinet.dk/media/5qgdbkxd/arsrapport-2024-ny-1.pdf

[2] Ingeniøren: Microsoft Copilot i Energinet: Nu kan alle få deres egen AI-agent (sponsored by Energinet, 5 May 2025)
https://ing.dk/sponseret-indhold/microsoft-copilot-i-energinet-nu-kan-alle-faa-deres-egen-ai-agent

[3] Microsoft Pulse Denmark: Energinet expects to Triple Electricity and Gas Capacity with AI
https://pulse.microsoft.com/da-dk/making-a-difference-da-dk/manufacturing-da-dk/energinet-expects-to-triple-electricity-and-gas-capacity-with-ai/

[4] VENZO: The scoreboard that powered AI at Energinet
https://venzo.com/the-scoreboard-that-powered-ai-at-energinet/

[5] Energinet: Integreret årsrapport 2025
https://en.energinet.dk/media/2andqzbo/energinet-integreret-a-rsrapport-2025-web.pdf

Energinet website: https://energinet.dk

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