

Webinar

Kick-starting your Sustainable Business Transformation

23 May 2024



With you today



Marie-Louise C. Borly
SVP, Sustainable Procurement
& Workplace Services
COWI

Marie-Louise is SVP for Sustainable Procurement & Workplace Services in COWI.

Marie-Louise oversees the full indirect supply chain, COWI ESG footprint, COWI location in more than 15 countries along with the global Facility Management team.



Jesper Andersen
Partner, Technology &
Security
PwC Consulting

Jesper is responsible for the Data Intelligence team at PwC Consulting, which works with data and AI.

In addition, Jesper runs the sustainability agenda in Consulting, where he specifically has great expertise in data and technology support in connection with sustainability.



Ida Grevenkop-Castenskiold
Senior Manager, Business
Transformation
PwC Consulting

Ida is responsible for PwC's services within PMO & Program Management and has been the driving force behind several complex transformations and change processes.

Ida runs Consulting's sustainability agenda together with Jesper and has led several sustainability projects and programs, including both preparation for ESG reporting and sustainable business transformation.

Agenda

1 Sustainability beyond compliance

2 ESG integration at COWI

3 Panel debate

4 Recommendations and Q&A



Sustainability beyond compliance



Jesper Andersen
Partner
PwC, Technology & Security



Ida Grevenkop-Castenskiold Ingemann
Senior Manager
PwC, Business Transformation

Market trends: Leveraging sustainability for strategic success

empowers you to seize opportunities and overcome obstacles

61 %

of CXOs and sustainability leaders rank sustainability in top 3 of most important topics for the next two years

Source: PwC's Sustainability Survey 2023



70 %

of surveyed people consider ESG to be important or very important when choosing an employer

Source: PwC's ESG Worker Preference Study 2024



88 %

of consumers surveyed will be more loyal to a company that supports social or environmental issues. 70% of purpose-driven shoppers pay an added premium of 35% for sustainable purchases

Source: Forbes



60 %

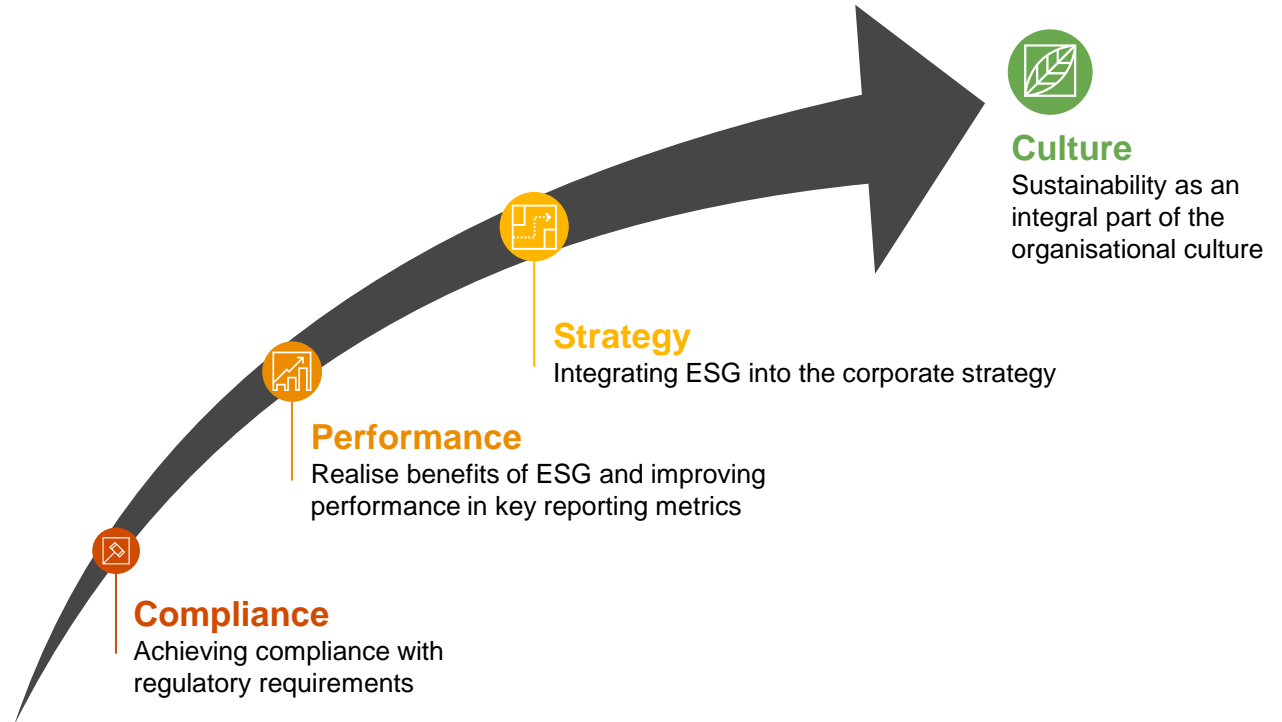
of large companies (+250 FTE) surveyed experience structuring and governance as one of the biggest challenges working with sustainability

Source: PwC's Sustainability Survey 2023



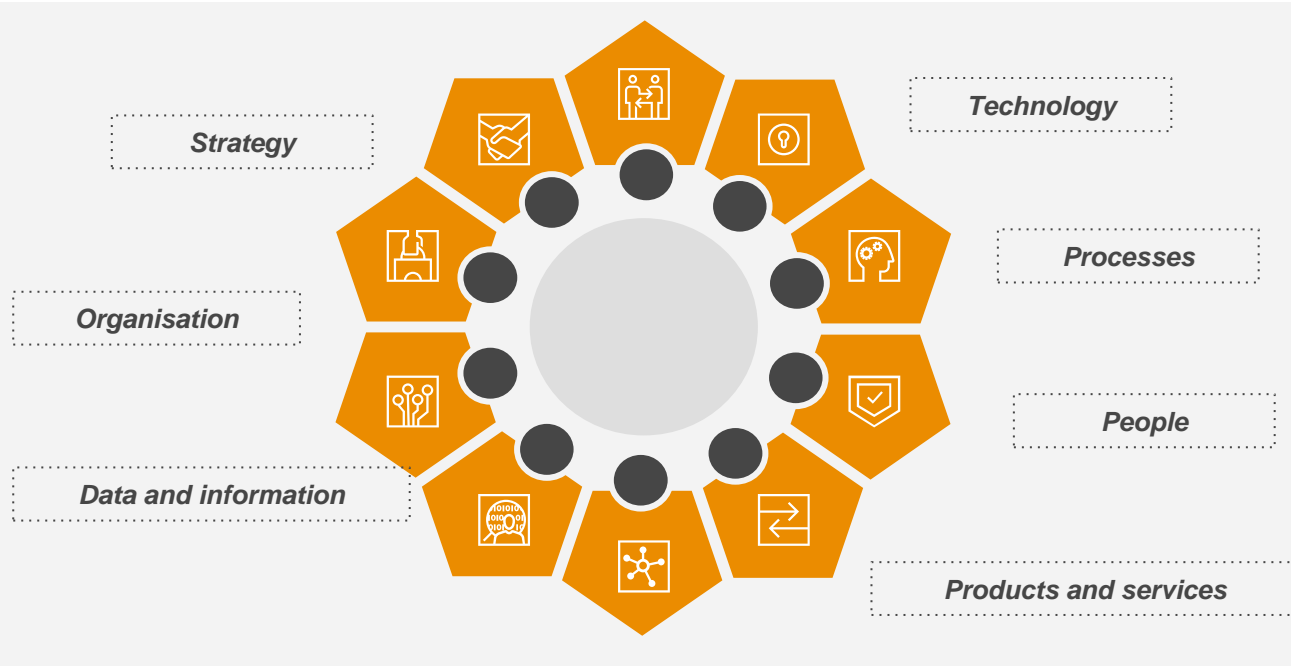
Approaching ESG beyond compliance

enables your organisation to capitalise on compliance investments



Sustainable business transformation enables your business

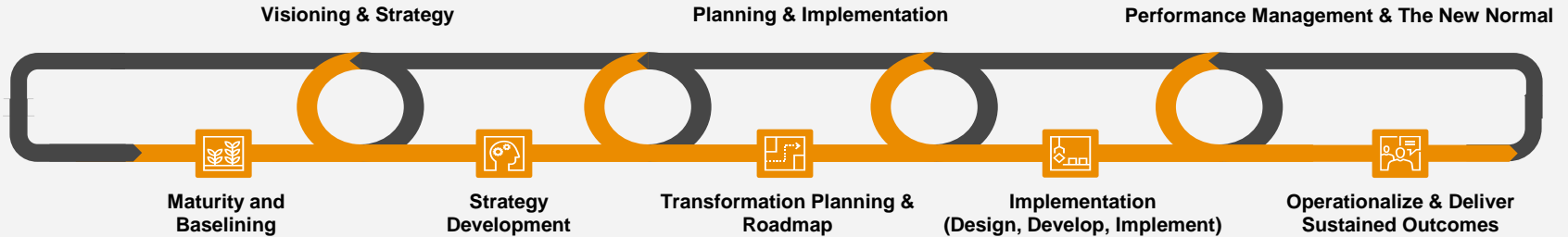
to profitably navigate uncertainty inherent in the ESG agenda



*“The process of making changes in the company’s operations, practices and policies in order to be both **financially viable and environmentally and socially conscious**”*

PwC's global framework follows a five-step approach

for delivering sustainable business transformations

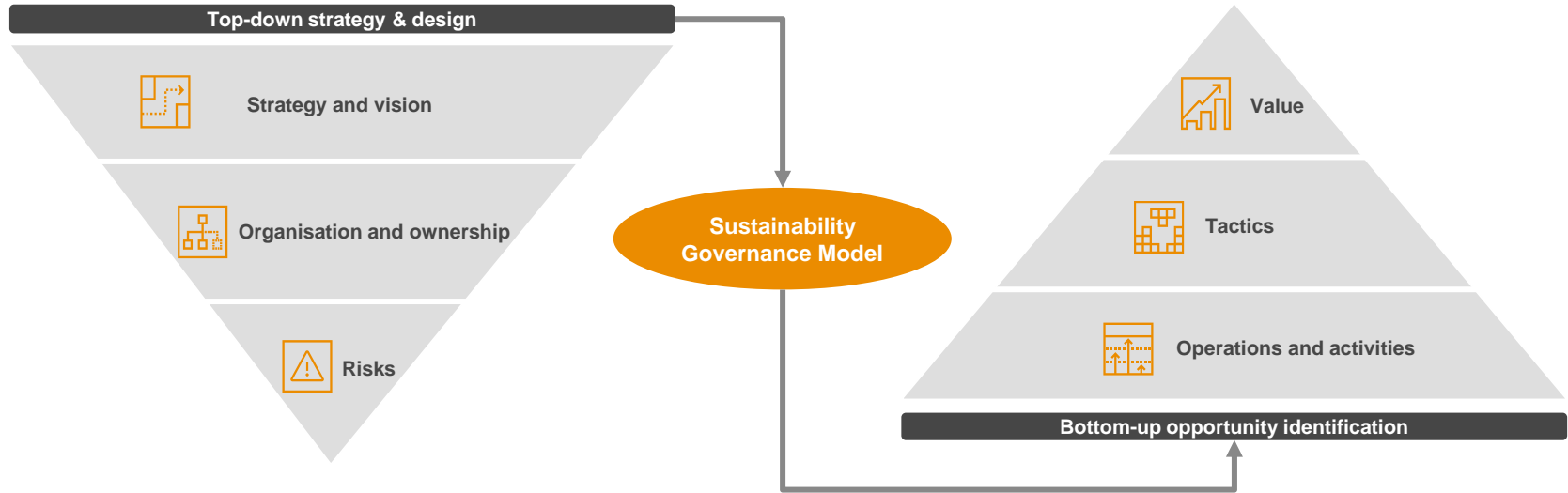


Key questions to ask yourself for each step along the journey



Designing your sustainability governance is a key step

on your journey towards unleashing the full potential of ESG



Importance of a well-defined governance model

- Successful integration and execution
- Imperative for organisations committed to sustainability
- Mitigates risks



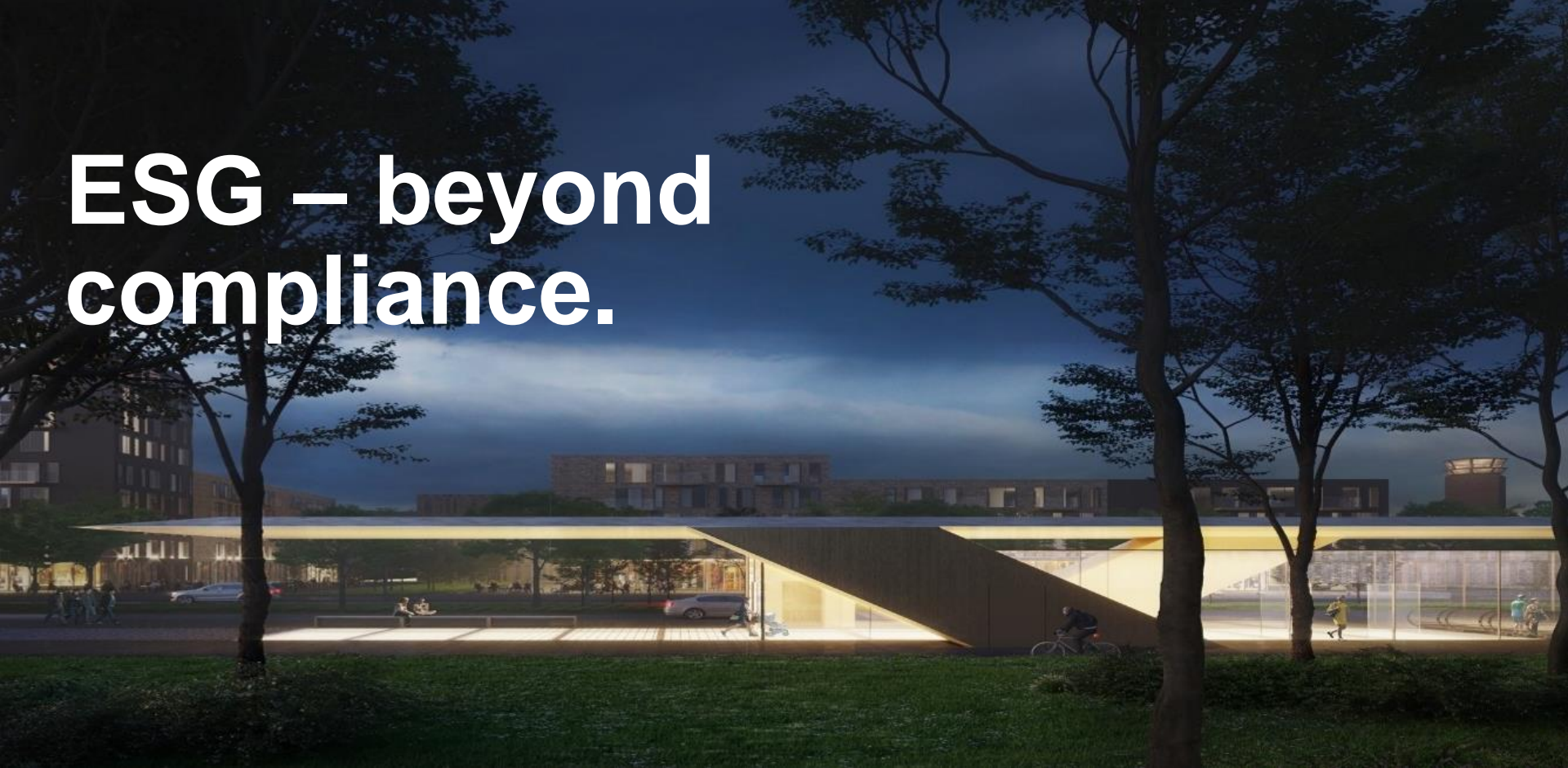
COWI



Marie-Louise Christiansen Borly
Senior Vice President in COWI
Sustainable Procurement & Workplace Services



ESG – beyond compliance.



None of us is as smart as all of us

7



home
markets

Our 8,000 colleagues co-create on projects in our home markets: Denmark, Norway, Sweden, North America and the UK.

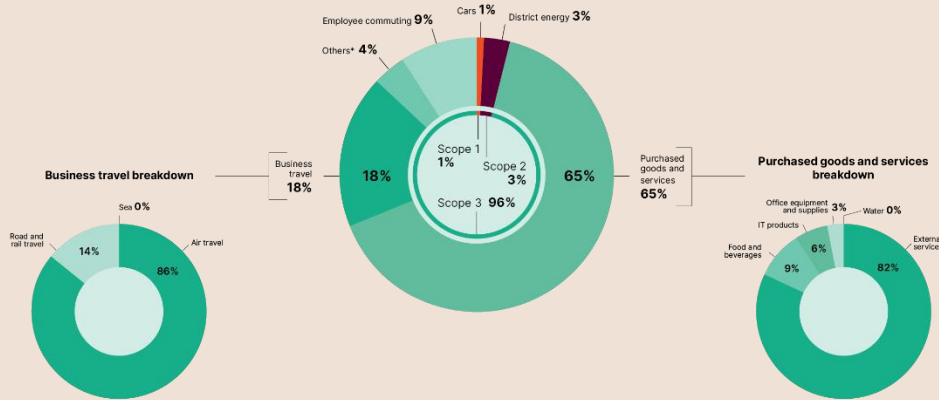
And we follow our key customers to markets in the rest of the world.



Our bottom line is made of more than money

We emitted 60,609 tonnes of CO₂-eq in 2023, averaging 7.6 tonnes of CO₂eq emitted per headcount. We reduced total CO₂ emissions by 5% compared to 2022.

Total 2023 emissions by scopes and categories



*Fuel and energy-related activities (IMB), Upstream transportation and distribution, Hotels and Waste

7.6 

Carbon footprint
tCO₂e/DKK 1,000 net turnover.
Science-based targets approved in Feb 2024.

26% 

In 2023, we achieved a 26 per cent share of females in senior career levels. 2030 target: 40 per cent.

7,858

The 2023 revenue in DKK million, equalling EUR 1,054 million.

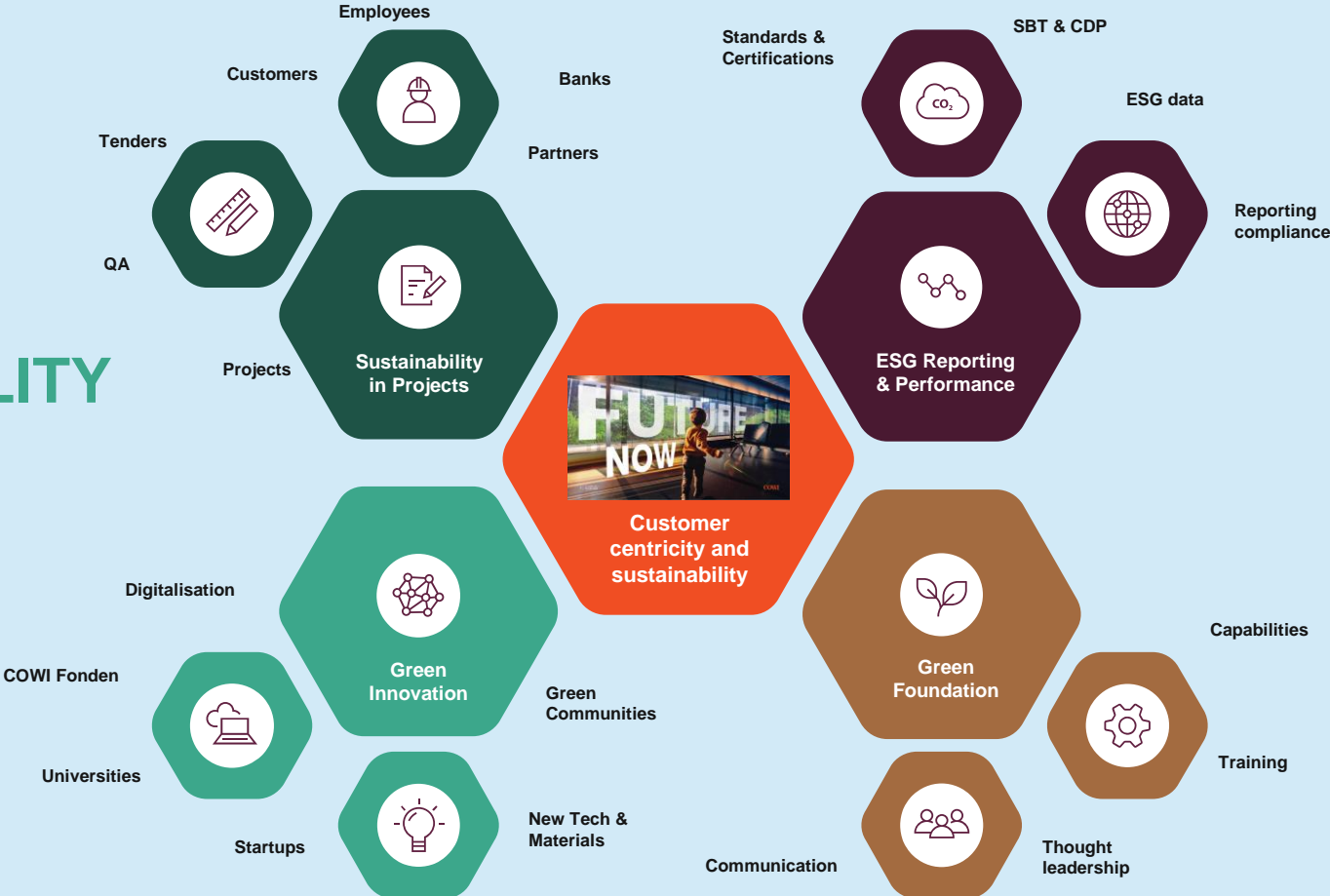
343 

The 2023 EBIT in DKK million, equalling EUR 46 million.

Where does Sustainability and ESG live today in COWI?

A photograph of a modern building with a large green wall and a group of people sitting on steps. The building has a curved facade with a large green wall made of plants. A group of people is sitting on a set of wide, curved steps in front of the building. The building has a modern design with large windows and a curved facade. The scene is outdoors and appears to be a public space or a university campus.

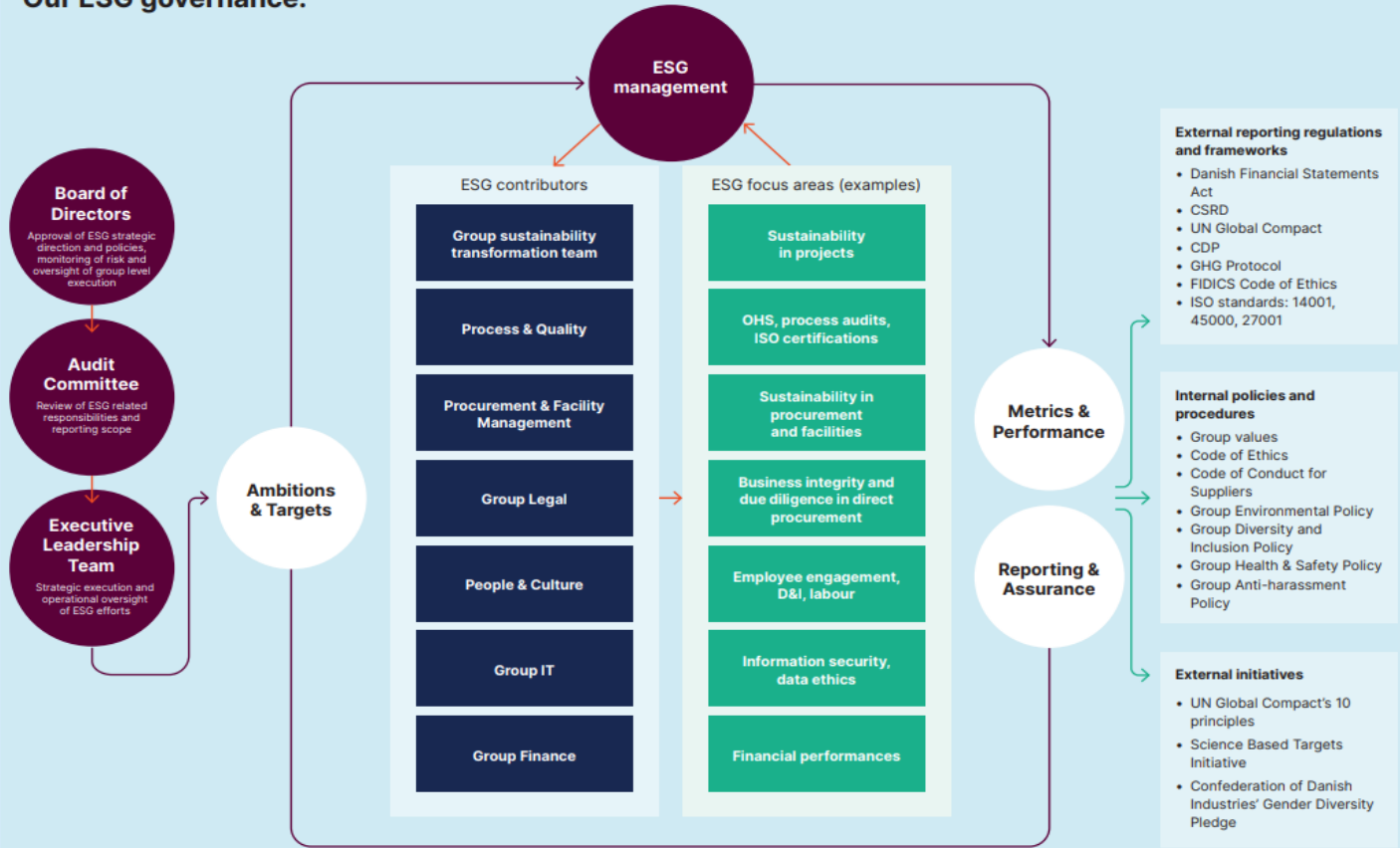
COWI's SUSTAINABILITY ECOSYSTEM





ESG operating model

Our ESG governance:



Integrating ESG into the organisation will take its outset in the already established foundation and accomplishments

FUTURE-NOW is about embedding sustainability into steering and decision making...

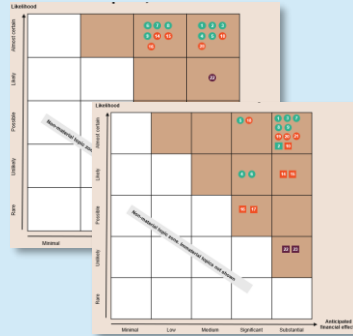


... for which the foundation has been built and strengthened during the last 2 years

Handprint assessment framework PoC



Double materiality assessment (DMA)



Science based targets



Integrated reporting



Maturing metrics (prep for limited assurance)

Name	Health and safety indicators
Ref. no.	ESRS S1 - Disclosure Requirement S1-14
Unit	Number, rate
Where is this to be reported	The performance measures as required under Disclosure Requirement S1-14 - COWI Annual Report - PBQ and OHS internal report to EB and BoD yearly - COWI homepage under Sustainability www.cowi.com - COWI internal portal pages yearly
Reporting period	January 1 st to December 31 st
Boundaries	The collection of data includes: The consolidated sustainability statements include the parent company, COWI Holding A/S, as well as enterprises in which the parent company directly or indirectly holds the majority of the voting rights or in which the parent company through its shareholding or otherwise exercises a controlling interest. Enterprises in which the Group holds between 20 and 50 per cent of the voting rights and exercises a significant but not controlling interest are treated as associates. (see annex with a list of legal entities).



ESG Integration is delivered through 8 distinct workstreams with each their unique scope



Decarbonisation

Delivering emission reductions in line with our science-based targets by creating and implementing reduction plans incl. sub-goals, focusing on the high impact factors in each scope category



3rd party sustainability

Building a resilient and sustainable supply chain and partner portfolio by creating transparency and promoting sustainability in all relationships (incl. focus on carbon reductions), enabled by tech solutions, data insights, dialogue and education



Sustainability in Projects

Aiming at establishing a systematic and data-driven approach of sustainability for all services provided to our customers as well as collecting the right data to assess and communicate our impact to internal and external stakeholders



People

Driving the planning and implementation of policies and procedures which promote an inclusive workplace, improves employee well-being and cultivate a diverse and skilled workforce for the future.



Business Ethics

Committed to support COWI as a business in doing the right thing, as our ethical standards is the foundation of trust, value, and impact



Compliance & Operationalisation

Ensure completeness and accuracy of ESG data in line with general financial data/reporting, by focusing on maturing data collection processes, accounting, performance, ESG controls, reporting and proper anchoring of responsibilities



Technology

Dedicated to enabling information and data sharing across all workstreams through relevant Tech ESG solution(s)



Communication

Focused on increasing organisational awareness and enabling workstreams in getting key messages across by planning and delivering relevant and timely communication to internal/external stakeholders



Timeline and Targets – own operations incl. supply chain



Environmental

- Transfer from COWI Green accounting to Carbon emission accounting
- waste segregation project?
- PPA & RECs
- Updated Travel Policy and Car policy
- 4-eyes assurance principles
- Integrated reporting in Annual report
- SBTi approved
- CDP rating C (2022 numbers)
- Development of scope 3 reporting:
 - Working from home
 - Redefine cars
 - Commuting
 - Supplier emissions
- ESG system implementation
- Understand how we set targets within Bio-diversity
- CDP rating A (2024 numbers)
- Monitor, and drive CO₂ reductions
- Travel emissions reduced by 18% (vs. 2022)
- Achieved SBTi commitments by reductions of 42% (scope 1&2) and 25% (scope 3 incl. supplier emissions) (vs baseline 2022)

Integration Project →

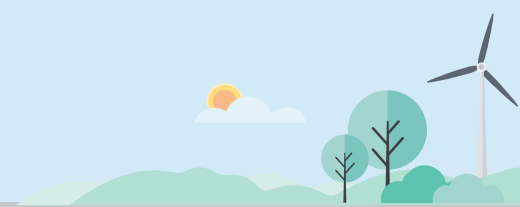


Net Zero target

Compliance to relevant local and central due diligence Acts and ESG related regulation in US, UK, N, CH, AUS and EU countries (e.g. CSDDD, CSRD)

Sustainable Supply Chain

- First version of COWI's CoCfS
- CoCfS integrated in GTC and published on COWI Website
- Process described in Gateway
- Updated Procurement policy and CoCfS
- Initiate ESG system project (incl. ESG Supplier assessments)
- Initiate top Supplier assessments manually
- ESG system implementation
- Risk Framework in place
- Implementation of ESG Supplier Requirements
- TPRM (3rd party Risk management)
- All active suppliers in scope ESG assessed – Full Transparency in supply chain (T1)
- Implement Supplier audits
- Transparency beyond T1 in supply chain



CoCfS=Code of Conduct for Suppliers GTC= General terms & conditions T1= Tier one

We are refreshing our DMA. Some changes may occur

Topic ownership by workstream

Decarbonisation

- 2 1 Climate change mitigation (scope 1,2,3) – O
- 6 Energy - O

3rd party sustainability

- 1 1 Climate change mitigation (scope 3) – O
- 12 16 Forced labour – U & D
- 13 17 Child labour – U & D
- 22 23 Corruption and bribery – U

Business Ethics

- 22 23 Corruption and bribery – O & D
- 23 Protection of whistle-blowers - O
- 22 Corporate culture - O

Sustainability in Projects

- 1 2 1 Climate change mitigation – D
- 6 2 Direct impact drivers of biodiversity loss - D
- 4 3 Impacts on the extent and condition of ecosystems - D
- 4 Impacts and dependencies on ecosystem services - D
- 5 Resource inflows – D
- 5 7 Pollution of air, water and soil - D
- 8 8 Water - D
- 9 Resource outflows - D
- 3 Climate change adaptation - D
- 7 Energy - D
- 9 Resource outflows - D
- 15 11 Health and safety - D
- 17 Land-related impacts of affected communities - D
- 21 20 Social inclusion of consumers and/or end users - D
- 21 Water and sanitation - D

People

- 10 10 Gender equality - O
- 11 Health and safety – O
- 20 14 Work-life balance - O
- 18 15 Diversity - O
- 16 Inclusion of persons with disabilities - O
- 19 18 Training and skills development - O
- 19 Violence and harassment - O

Compliance & Operationalisation

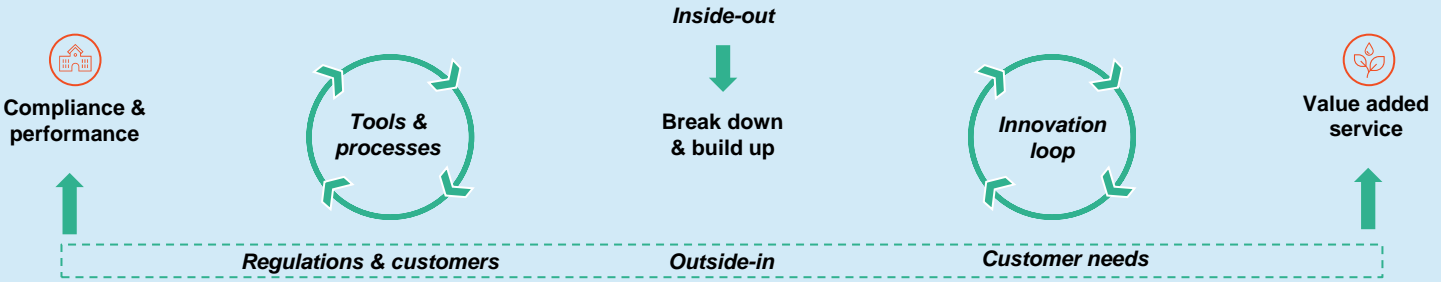
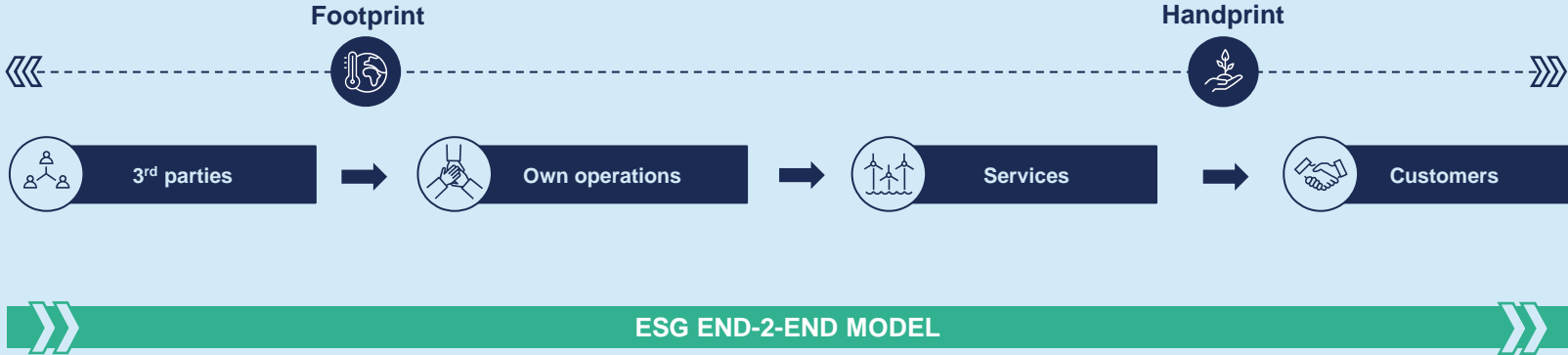
(General Requirements)
(General Disclosures)
(Collection, processing and internal/external reporting of data from all other workstreams)

Technology

- 14 Privacy/data security – D

● Impacts	● Environmental	U = Upstream
▲ Risks	● Social	O = Own operations
■ Opportunities	● Governance	D = Downstream

Defining our ESG E2E model



A man wearing a dark jacket and a cap is crouching in a forest, looking down at something on the ground. A young girl with blonde hair in a bun, wearing a brown quilted jacket, is sitting next to him, also looking down. They appear to be exploring or examining something on the forest floor. The background is a dense forest with trees and foliage.

**Together, we shape
a sustainable and
liveable world**

Panel debate



23

Best practice and recommendations



Jesper Andersen
Partner
PwC, Technology & Security

24

Accelerating action on the global sustainability challenge

starts by acknowledging the need for change and the courage to act

1 Think big: your vision and ambitions must be at the heart of a successful business strategy

2 Get started: transition plan can be refined and improved over time

3 Lead together: engage your C-suite colleagues, use key questions

4 Data is your friend: ground your analysis and future strategy in data, assess and course-correct

5 Embrace new frontiers: new collaborations, technologies and business models



Register for the upcoming webinar

at pwc.dk/sustainability-2024

Corporate ESG Reporting 2024 - Learn From the Best

18 June 2024

Strengthen Sustainability Reporting with Due Diligence Processes

See the webcast

Diversity and Pay Transparency - New Legislation

See the webcast

How will a Danish CO2 Tax affect the Industry and Agriculture? [In Danish]

See the webcast

Double Materiality Assessment: Value Creation and Value Leaks

See the webcast



Thank you for your attendance



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