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Greenhouse Gas Emission Report FY23

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1. Introduction

GHG emissions report

This report has been prepared with the purpose of providing a detailed explanation of how we at Implement Consulting Group (Implement) calculate our carbon footprint. In the report, you can read more about:

- Implement's commitments, targets and actions
- Implement's environmental performance
- What calculation methodologies Implement has employed
- A deep dive into each GHG scope and category applicable to Implement
- What emission factors Implement has used
- Future plans

Progress overview

For Implement, FY23 was a year characterised by a determination to enhance collaboration and operational efficiency to improve our environmental performance. In this report, we aim to transparently share our efforts, advancements and collaborative strides towards a more environmentally sustainable future.

Highlights of FY23

- Establishment of a dedicated Sustainability Office
- Continuous climate action through better data, increased awareness and practical implementation projects
- Being a positive force by sharing our sustainability expertise with clients and collaboration partners

A closer look at our footprint

The core of Implement's DNA is that we are a people-oriented consultancy genuinely committed to personal interactions. Implement's CO_2e emissions primarily derive from travelling in relation to project work with our clients (including air travel, hotels, other types of business travel and a proportion of the total amount of food consumed). In the next pages, we describe some of our initiatives to explore more sustainable ways of meeting with our clients and colleagues.
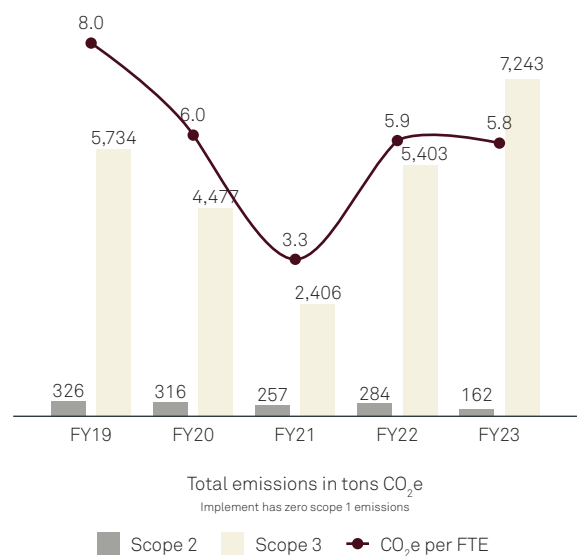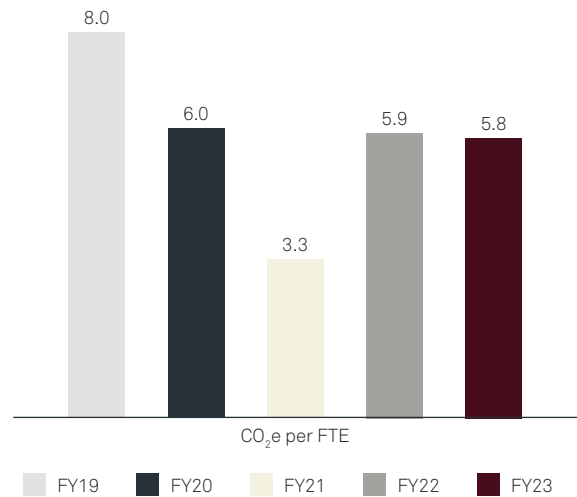
2. GHG emissions highlights

In FY23, Implement brought environmental sustainability right into the core of our business by establishing a Sustainability Office, submitting science-based targets, integrating financial and environmental reporting and establishing new teams focused on sustainability across the organisation. In addition, our IM sustainable_ community of passionate colleagues work to enhance sustainability in our local offices, and it has an important share in delivering sustainable progress for all of Implement.

Historic development

A historical look at Implement's footprint shows an overall decrease of 27% in GHG emissions per FTE since FY19, which was the first year that Implement reported GHG emissions. In FY23, we recorded a slight decrease of 0.3% per FTE compared to FY22. Emissions need to decrease faster, and we are dedicated to improving our results going forward. Our first action is to appoint a team working with changing travel behaviour and a booking system which will give us better data and possibilities to manage travel behaviour.

8.0   6.0   3.3   5.9   5.8

CO_2e per FTE

■ FY19   ■ FY20   ■ FY21   ■ FY22   ■ FY23

Total emissions in tons CO_2e
Implement has zero scope 1 emissions

■ Scope 2   ■ Scope 3   ●— CO_2e per FTE

35 % between
Implement offices

65 % client-related and
other external purposes

Air travel: 54%

FY23

**Office
supplies:
8%**

Food: 14%

**Other types of
business travel:
8%**

Hotels: 6%

**Buildings and
maintenance:
6%**

**Employee
commuting:
4%**

33 %
abroad

67 %
domestic

CO_2-compensated
products by supplier

14 km. average distance
between our homes and
our Implement offices

3. Commitments and actions

At Implement, we believe in collaboration across all borders, and we have committed to global initiatives to create lasting, sustainable change:

United Nations Global Compact. In 2019, Implement became signatories of the United Nations Global Compact, and we have incorporated the ten principles into our code of conduct. We transparently report annually in accordance with the UNGC framework.

UN Sustainable Development Goals. Implement supports the United Nations 17 Sustainable Development Goals, and we work both internally and with our clients to advance the goals. Internally, we focus on SDG 5 (gender equality), SDG 8 (decent work and economic growth) and SDG 13 (climate action).

EcoVadis. Implement holds an EcoVadis silver medal, ranking among the top 25% of global companies assessed by EcoVadis in 2022. Our EcoVadis silver medal affirms our company's commitment to responsible business practices.

Carbon Disclosure Project. Reporting to CDP was an important step for Implement in July 2022. Since then, we have improved methodologies, data and processes, and we hope to achieve our improvement goal in the summer of 2024.

Science Based Targets initiative. Implement submitted science-based targets at the beginning of FY23 to manage our greenhouse gas emission reductions. Targets are expected to be validated in FY24.

Actions to mitigate climate change

At Implement, we acknowledge the need for dedicated and speedy actions to mitigate climate change. We firmly believe in our ability to make a meaningful impact, both by transforming our internal operations and by helping our clients pursue similar sustainable actions. The following outlines several of Implement's activities carried out in the past year, all aimed at reducing our environmental footprint.

SBTi validation. In 2022, Implement committed to the Science Based Targets initiative (SBTi) to manage our footprint and become net zero by 2050. As we expect validation of our SBTi targets in 2023, we have already made a preliminary decarbonisation road map to prioritise our most material sources of emissions, which are related to air travel, food and various other forms of transport. We monitor our progress in meeting the SBTi targets at monthly Sustainability Office meetings, which are made available to all employees through our internal Emissions Dashboard.

CO_2e reductions	Annual reduction target	2050 reduction target	Absolute target 2050
Scope 1	0	0	0
Scope 2	7.5%	90%	10t
Scope 3	11.9% per FTE	97% per FTE	0.177t per FTE

Implement has no Scope 1 emissions. Read more in section 4-5

From CO_2 reduction to permanent removal. In alignment with the imperative 1.5 °C target set by the Paris Agreement, we have shifted our strategic approach, shifting from CO_2 reduction to permanent removal of emissions. This strategic alignment is in accordance with the principles outlined in the Oxford Offsetting Principles. Consequently, we have transitioned away from avoidance offsets, such as forest preservation, and now prioritise carbon removal. In the forthcoming years, we intend to progressively support biochar projects alongside reforestation. Specifically, reforestation covered 92.8% of our CO_2 emissions for FY23, while biochar accounted for the remaining 7.2%. Our strategy involves the implementation of high-permanence projects, including long-term storage solutions such as bioenergy with carbon capture and storage (BECCS) and direct air capture (DAC). These measures are pivotal in our commitment to achieving enduring and impactful emissions reductions in line with the Paris Agreement's critical objectives.

Cutting emissions on company meetings and events. Implement is actively engaged in the reduction of emissions associated with our employee gatherings. In the context of our global Implement Friday Meetings, we have significantly reduced the frequency of physical gatherings from six to three annually by embracing virtual alternatives. For large-scale events, we are committed to minimising air travel, as exemplified by our efforts to decrease the percentage of employees flying to participate in our Strategy Tour. Likewise, our annual Summer University now involves travelling by bus to nearby destinations and accommodations in tents at scenic campsites. We acknowledge that air travel may not always be feasible, e.g. for international colleagues. Consequently, we actively pursue increased efficiency by coordinating travel activities, such as training sessions and project executions.

In an effort to support our employees in making sustainable travel decisions, we have introduced a new guide titled "Sustainable restaurants and hotels travel guide and general tips for sustainable travel". This guide equips our staff with essential information to facilitate low-emission travel choices.

Campaigns and offers for better transport. In FY23, Implement introduced two options for more environmentally conscious transport choices to our employees. These initiatives provide employees with the opportunity to enhance their commuting experiences through the utilisation of an international bike-sharing platform available worldwide at a discounted rate. Additionally, employees were offered to upgrade their daily commute by acquiring discounted electric bicycles or 100% electric vehicles through a shared mobility platform.

FY23 Emissions Pilot and Dashboard. Approximately 120 employees at Implement participated in a pilot project with the primary purposes of exploring leadership empowerment, testing incentives and reducing footprint. The effect was apparent, as the average emissions were less among engaged employees than the company-wide average per FTE. The learnings from the project will go into our strategic planning for the upcoming fiscal year. In our commitment to create transparency regarding our emissions across the organisation, Implement has introduced an Emissions Dashboard. This tool enables us to monitor CO_2 emissions, identify hotspots and communicate progress effectively. Additionally, we have developed an emissions forecasting tool, currently in its beta stage, which is available to all employees. This tool not only enhances collaborative efforts but also raises awareness about how project decisions impact our environmental footprint.

Towards 100% renewable energy. At Implement, our aspiration is to ensure that all our office facilities exclusively utilise 100% renewable energy sources. However, we are challenged by the fact that our office buildings are supplied with energy through local energy grids and, in the case of our Danish offices, district heating systems. Furthermore, our international office locations are leased, and landlords manage the energy supply contracts. In response to this challenge, we have initiated a project with the goal of acquiring green guarantees of origin (GoO) that will encompass the entirety of energy consumption across all our offices. These GoOs serve the dual purpose of verifying the origin of the energy consumed and contributing to the expansion of renewable energy production. As of January 2023, the GoO for the energy consumption by Danish offices has been successfully implemented, thereby covering approximately 50% of our energy consumption for FY23.

We are actively working to integrate this initiative into our remaining office locations in the upcoming fiscal year.

Environmental advocacy

We believe that we have valuable resources to support the sustainability transformation of society via our consultancy services and by sharing our expertise with everyone who shares our interests. In FY23, we are proud to have engaged with a large number of stakeholders through our various initiatives. Among these are:

Sustainability consulting services. More than 180 specialised consultants lead Implement's sustainability services, providing our clients with best-in-class advisory on a variety of topics. Our consultants specialise in sustainable strategy, sustainable product innovation, growth and communication – to name a few.

Organisational awareness. In our reoccurring company meetings and events, we inform employees of the status of sustainability issues and their impact. A local initiative in our German and Swiss offices was to host two full weeks of sustainability training and activities for all employees.

Sustainability Reimagined. An online large-scale event successfully engaging 1,165 leaders and sustainability experts across the globe in a session about profound rethinking of operational practices towards greater sustainability.

On Point. 15+ free virtual learning sessions covering a broad range of sustainability topics. These sessions inspire and educate organisations on positive change, and participants include business leaders, NGOs and other passionate colleagues.

4. Accounting policies

Greenhouse gas emissions (GHG CO_2 equivalents, CO_2e) are reported annually and in line with the Greenhouse Gas Protocol Corporate Standard (GHG protocol). This allows us to follow up on the progress against the reduction targets we have set as part of our commitment to the Science Based Targets initiative (SBTi).

Emissions are categorised into scope 1, scope 2 and scope 3 in accordance with the GHG protocol.

By having transparency around methods and practices, we aim to ensure the credibility and reliability of the environmental data presented in this report.

Scope 1
Implement's scope 1 emissions are zero, as we do not have any company cars, production plants, machinery or other direct emissions, as we rent our buildings, and our services are intangible.

Scope 2
Implement's scope 2 emissions derive from electricity and heating of buildings and offices. Implement does not own nor use cooling or steam generation, hence leaving them out of this inventory group. To calculate scope 2, we apply energy usage data from our office spaces that are registered via utility bills multiplied by the relevant emission factors for each country we are placed in.

Scope 3
Implement's scope 3 emissions derive from indirect sources, i.e. those that are associated with our business activities but not owned or directly controlled by Implement. The categories relevant to Implement and the ones included in this reporting are:

1: Purchased goods and services

3: Fuel- and energy-related activities not included in scope 1 or scope 2

5: Waste generated in operations

6: Business travel

7: Employee commuting

We include optional emissions from hotel stays in category 6, business travel, as this is a material source of emissions which we address in our reduction initiatives.

When calculating emissions, we apply the spend-based method, which currently gives us the most reliable and auditable data. For each category above, we include the relevant attributes such as the number of employees or FTEs, mode and frequency of travel, the type and amount of purchased goods and services and characteristics of waste generated and disposed of.

The data applied includes:

- Primary data sources, such as invoices from energy and water suppliers

- Secondary sources, such as emission factors DEFRA and EnergiNet for emission factors

- Estimates based on specific proxies, such as office square metres occupied and employee surveys on commuting

Uncertainty and discretion
In our greenhouse gas accounting, we use estimates when primary or secondary data is unavailable or hard to verify. For example, in the case of heating, we rely on invoiced MWh until our sensor data can be externally audited. We are working to improve data reliability, especially for the challenging scope 3 emissions, as these are our most material. For some calculations, we use global standards and make assumptions such as the applicability of average emissions factors. This introduces uncertainty when data is applied to the specific context of Implement.

We continually strive to enhance our understanding of Implement's emissions, updating our methods and policies accordingly. In FY23, we made some updates to our accounting to align completely with the GHG Protocol Technical Guidelines. Changes for FY23 include moving water and waste from scope 2 to scope 3, adding new sources to scope 3, updating the employee commuting survey, adding scope 3, category 3, for fuel and energy-related activities and using DEFRA 2022 emission factors where DEFRA 2020 factors were previously used.

We consider calculations to be reliable and to present Implement's emissions in a correct and transparent manner.

In this report, we are not going to delve into emissions from scope 3, categories 3 and 5, as waste generated in operations and energy-related activities not included in scope 1 or 2 only accounts for roughly 0.04% combined.
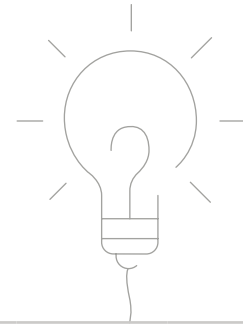
5. Development of emissions

CO_2e (tons if nothing else stated)	Target 2050	Annual reduction target	2022/23	2021/22	2020/21	2019/20	2018/19
Scope 1 – Direct emissions			0	0	0	0	0
Scope 2 – Electricity & heating	10.08	7.5 %	162	284 (274)	257 (244)	316 (297)	326 (336)
Scope 3 – Food, flights, hotels, water, commuting, office supplies & IT supplies			7,243	5,403 (4,570)	2,406 (2,599)	4,477 (4,054)	5,734 (5,125)
Total CO_2e			**7,405**	**5,687 (4,844)**	**2,663 (2,843)**	**4,793 (4,352)**	**6,060 (5,461)**
CO_2e per FTE	0.177	11.9%	5.8	5.9 (5.0)	3.3 (3.3)	6.0 (5.3)	8.0 (7.1)
Number of FTEs			1,268	971	796	795	758

ESG table 1.0: Greenhouse gas emissions.
Numbers computed with newest methodologies from 2023 are represented first. Numbers computed with methods used in previous years are stated in parentheses.
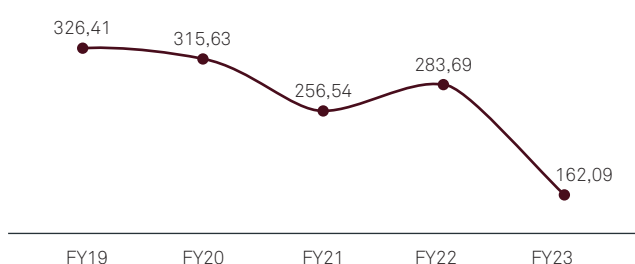
6. Energy consumption

Implement Consulting Group acknowledges the challenge of directly attributing its energy sources due to the intricacies of the Danish power grid and the current leasing agreements of our international offices. Nevertheless, we are proactive in our commitment to sustainability as detailed in our investment in Green Guarantees of Origin in the Environmental Progress section.

Development of energy consumption

While our total energy consumption has increased due to a growing number of employees, we have made notable efficiency gains, reducing energy consumption per FTE by 31% since FY19.

Furthermore, CO_2 emissions from energy consumption have dropped significantly since we, in FY23 and onwards, have committed to purchasing 50% green electricity.

	2022/23	2021/22	2020/21	2019/20	2018/19
Total energy consumption in MWh	2,602	1,798	2,040	2,220	2,303
Energy consumption in MWh per FTE	2.05	1.85	2.55	2.77	2.97

ESG Table 1.1: Total energy consumption in MWh

Emissions from Energy Consumption in tCO_2e

FY19	FY20	FY21	FY22	FY23
326,41	315,63	256,54	283,69	162,09

Historic hubs:
Our office spaces tell tales of history. By renting and maintaining old historic buildings, Implement preserves architectural heritage and reduces the environmental toll associated with constructing new buildings. Every meeting held within these walls is a step back in time and a leap forward in eco-consciousness.

Accounting policies

Our approach to energy accounting involves monitoring consumption through IoT devices, meter readings and utility bills. Adhering to the principles of the GHG Protocol, we convert energy data into carbon emissions using localised emission factors. For our Copenhagen offices, energy consumption data is directly sourced from providers like NRGI, ISTA and HOFOR. For international offices, consumption is estimated based on the size of the office space and using appropriate conversion factors, assuming similarities in energy types where necessary.

Uncertainty and discretion

The precision of our energy data hinges on the accuracy of the utility bills, especially for the Danish offices. There is an inherent uncertainty regarding international offices due to our reliance on estimates based on office size. Discrepancies in utility bills, variable energy practices across locations and evolving methodologies can influence the accuracy of our reported energy consumption. It is worth noting that as our processes mature and as more concrete data becomes available, we expect a continuous refinement in our reporting accuracy.

Development of renewable energy use

Our ESG Table 1.2 shows a significant leap in renewable energy consumption from zero in previous years to 225 MWh in FY23. The following sections outline our accounting policies and the uncertainties we face in this transition. The change is primarily driven by our new Green Guarantees of Origin (GoO) for our CPH offices. This offers a snapshot of our commitment to sustainability and the complexities involved.

Total renewable energy consumption in MWh	2022/23	2021/22	2020/21	2019/20	2018/19
	225	–	–	–	–

ESG Table 1.2: Total renewable energy consumption in MWh

Accounting policies

At Implement, our commitment to sustainability is reflected in our goal of sourcing 100% renewable energy for all our offices. As part of this commitment, we have launched a project aimed at acquiring Green Guarantees of Origin (GoO) to cover energy consumption across all office locations. For our CPH offices, this initiative took effect in January 2023 and covers approximately 50% of our energy usage for FY23. We plan to extend this to our international offices in the upcoming fiscal year.

- **Renewable energy in CPH offices:** As of January 2023, Green Guarantees of Origin (GoO) certificates were acquired for the energy consumed by Danish offices.

- **International offices:** Plans are in progress to acquire GoO certificates for our international locations in the upcoming FY or to transition to renewable energy supply, where possible.

Uncertainty and discretion

While we are committed to making a complete transition to renewable energy, several factors introduce a level of uncertainty:

- **Local energy grids:** Our office buildings are often tied to local energy grids, limiting our control over the source of our electricity.

- **Landlord contracts:** For our rented international office spaces, the landlords hold the energy contracts, adding another layer of complexity to our transition.

- **Partial year coverage:** The GoO certificates for our CPH offices only cover approximately 50% of FY23, introducing some variability in our total renewable energy usage for this year.

Despite these challenges, our acquisition of GoO certificates and future plans demonstrate our commitment to minimising our environmental footprint.

Smart energy savers: Did you know that our Copenhagen offices are as smart as our consultants? We have equipped them with IoT devices on all radiators, heating systems and electricity meters. These clever gadgets let us monitor and tweak energy usage with the click of a button. So if a room is not being used, it will not waste energy – the lights turn off, and the heating is turned down all by itself. It is not just smart; it is energy-smart!

6.1 Electricity in FY23

Office	Square metres	kWh	Emission factor (kWh)	Renewable electricity%	Emissions (tCO$_2$e)
Copenhagen	15,738	337,125	0.422	50%	71.1
Malmö	897	19,215	0.013	50%	0.1
Münich	1,069	22,897	0.375	50%	4.3
Oslo	322	6,898	0.254	50%	0.9
Stockholm	590	12,638	0.013	50%	0.1
Zürich	1,230	26,348	0.254	50%	3.3
Aarhus	1,278	27,383	0.422	50%	5.8
Total	**21,124**	**452,504**			**85.6**

6.2 Heating in FY23

Office	Square metres	GJ	kWh	Emission factor (GJ)	Emissions
Copenhagen	15,738	5,764	1,601.100	9,8	56.5
Malmö	897	329	91,256	9,8	3.2
Münich	1,069	391	108,744	9,8	3.8
Oslo	322	118	32,759	9,8	1.2
Stockholm	590	216	60,023	9,8	2.1
Zürich	1,230	450	125,134	9,8	4.4
Aarhus	1,278	468	130,047	9,8	4.6
Total	**21,124**	**7,737**	**2,149.063**		**75.8**

7. Purchased goods and services

This section addresses the emissions associated with purchased goods and services for Implement Consulting Group in FY 2022/2023. It is essential to consider these indirect emissions, as they form a significant part of our overall environmental impact. We will outline our methods for estimating these emissions and our strategies to mitigate them, demonstrating our commitment to comprehensive environmental responsibility.

7.1 Estimating activities based on costs

Accounting policies

Recognition and measurement of purchased goods and services

Purchased goods and services are recognised as indirect emissions at the point of financial transaction in Danish kroner (DKK). Our measurement approach uses emission factors from DEFRA's 2011 guidelines specifically chosen for their capability to directly convert monetary expenditure into CO_2 emissions. Emission factors from 2012 and beyond are not used, as they do not provide this direct conversion.

Adjustments for inflation are made to the 2011 emission factors to maintain their relevance, and currency exchange rates are applied to international transactions to ensure consistency.

Categories of purchased goods and services

Our accounting of purchased goods and services is categorised into the following sections for a more granular analysis:

- Food in canteen
- Refurbishment and maintenance
- Interior
- Office supplies
- IT equipment
- Miscellaneous

This categorisation facilitates a more detailed tracking and reporting of emissions, allowing for targeted strategies to reduce our carbon footprint in specific areas.

Uncertainty and discretion

The use of DEFRA's 2011 emission factors is based on the conversion of costs into CO_2 emissions and is inherently a rough estimation method. It may not accurately reflect the actual emissions due to its generalisation and failure to consider the exact nature and quantity of purchased goods and services. This is particularly relevant in our categorised breakdown where the diversity of goods and services within categories such as "Food in canteen" or "IT equipment" can lead to substantial variances in actual emissions.

Use of discretion

In the absence of specific emission factors for goods or services, we utilise the 2011 factors with discretion, choosing the most closely related factor available or employing a weighted average for similar items. This discretion is applied conservatively and is fully documented to ensure that our reporting remains as transparent and accurate as possible.

7.2 Development of emissions from goods and services

Over the past financial years, Implement Consulting Group has demonstrated a noteworthy trend in the management of our greenhouse gas emissions from purchased goods and services. Notably, in the financial year 2023, we succeeded in reducing our total emissions to 1,377 tCO_2e from 2,022 tCO_2e in FY22 despite a significant increase in the number of full-time employees (FTEs) from 971 to 1,268. This achievement indicates a decoupling of emissions growth from headcount growth, underscoring the effectiveness of our sustainability initiatives.

The downward trend in emissions is particularly commendable given the context of a growing workforce. It suggests that Implement has not only maintained but improved its operational efficiency and environmental stewardship.

Emissions from Goods and Services vs. FTE count
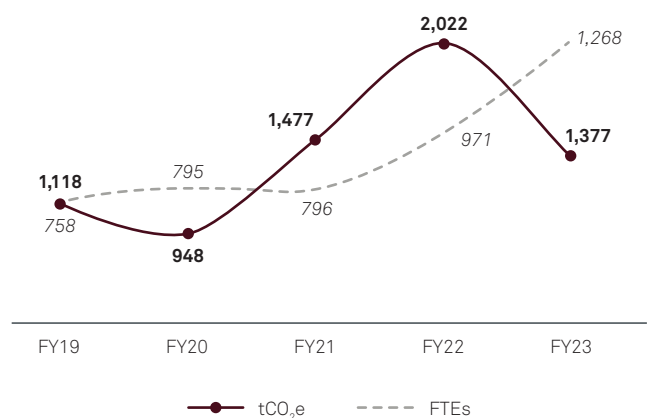
Vegan victory: Implement has introduced "Vegan Days" in our canteen! This initiative not only brings a splash of variety to our lunch options but also significantly lowers our carbon "foodprint" – all while tickling our taste buds with plant-based deliciousness!

Material matters: When it comes to materials, we think long-term. Implement has opted for steel over short-lived plastics whenever possible. With a lifespan of over 30 years compared to plastic's 5 years, our choice in materials is a testament to sustainability and durability.

7.3 Breakdown of emissions from goods and services in FY23

Category	Costs (DKK)	Emission Factor (DKK)	Emissions (tCO2e)
Food in canteen	12,835.021	0.037108319	476.29
Refurbishment and maintenance	-3,085.819	0.037592013	-116.00
Interior	550.527	0.058565747	32.24
Office supplies	6,628.783	0.04108265	272.33
IT equipment	9,061.006	0.037784791	342.37
Miscellaneous	25,526.856	0.014472855	369.45

Clarification on negative emissions in category breakdown

Within our Purchased Goods and Services emissions breakdown, an anomaly is presented in the "Refurbishment and maintenance" category, where the emissions figure is negative. This unusual situation is attributable to an accounting adjustment. The costs accounted for in the current financial year are negative because funds were allocated and set aside in the previous year in preparation for the refurbishment of our newly acquired office in Borgergade, Copenhagen. The actual expenditure occurred in the prior year, and as such, the negative value reflects a reversal of the accrual made in anticipation of these costs.

This instance highlights a limitation of using cost-based methods for calculating emissions. Specifically, it demonstrates that financial expenditures do not always correlate directly with the environmental impact within the same reporting period. The allocation or reversal of funds may lead to misleading emission figures, as seen in the negative emissions reported for "Refurbishment and maintenance".

Implications for best practices

The case of "Refurbishment and maintenance" underlines a broader issue with the cost-based approach to estimating emissions. It underscores that this method might not accurately reflect the actual environmental impact of our operations. Costs do not inherently account for the quantity or specific environmental attributes of the goods and services consumed. Therefore, they can be an imprecise proxy for the true carbon footprint.

To address these challenges and improve the accuracy of our emissions reporting, we are exploring methodologies that more closely align costs with actual emissions, taking into consideration the physical quantities and specific emission factors pertinent to the nature of the goods or services. We are committed to refining our approach to ensure that it best captures our environmental impact and continues to uphold our high standards of environmental accountability and transparency.

Furniture facelift: At Implement, we believe in giving our furniture a second life. By reusing and refurbishing existing pieces, we have not only saved countless items from landfills but also created unique workspaces with stories to tell.

Conscious coffee consumption: At Implement, even our coffee breaks are steeped in sustainability. We exclusively purchase CO_2+ coffee, which goes beyond being carbon-neutral. Our beans contribute to carbon sequestration, meaning every sip supports reforestation projects and helps to absorb CO_2 from the atmosphere. Enjoying our coffee is not just good for the palate; it is a small but meaningful contribution to a greener planet.

8. Business travel

The business travel section of our report scrutinises one of the most impactful aspects of our operational footprint – travel and accommodation. Business travel accounts for roughly 75% of our total greenhouse gas emissions. With global operations come the inevitable emissions from flights, ground transport and hotel stays. This year, we undertook a detailed review of our travel-related activities, methodically quantifying their emissions to better understand and manage our environmental impact.

Accounting policies

In assessing the environmental impact of our business travel, Implement Consulting Group has adopted a cost-centric approach. Across the various categories of travel, accommodation and subsistence, our emission estimations are derived from the expenses recorded in each category. By translating financial expenditures into carbon emissions using recognised conversion factors, we maintain a consistent and methodologically sound basis for our reporting. This section outlines the specific policies and practices underpinning the calculation of our business travel emissions.

Travel and transport

For the assessment of emissions from business travel, we analysed a considerable volume of data, including a manual review of 4,500 flight receipts and expenses incurred from car usage, taxis, trains and buses. The emissions for each mode of travel were calculated by applying DEFRA's 2022 emission factors, which are tailored to each type of travel. This ensures that our emissions reporting is as precise as current methodologies allow.

Hotel stays

Our approach to quantifying emissions from hotel stays involved a detailed manual review of 473 domestic and 494 international hotel stays. These stays were converted into hotel nights per person, which were then multiplied by the DEFRA 2022 emission factors. This method allows us to capture the emissions associated with accommodation more accurately.
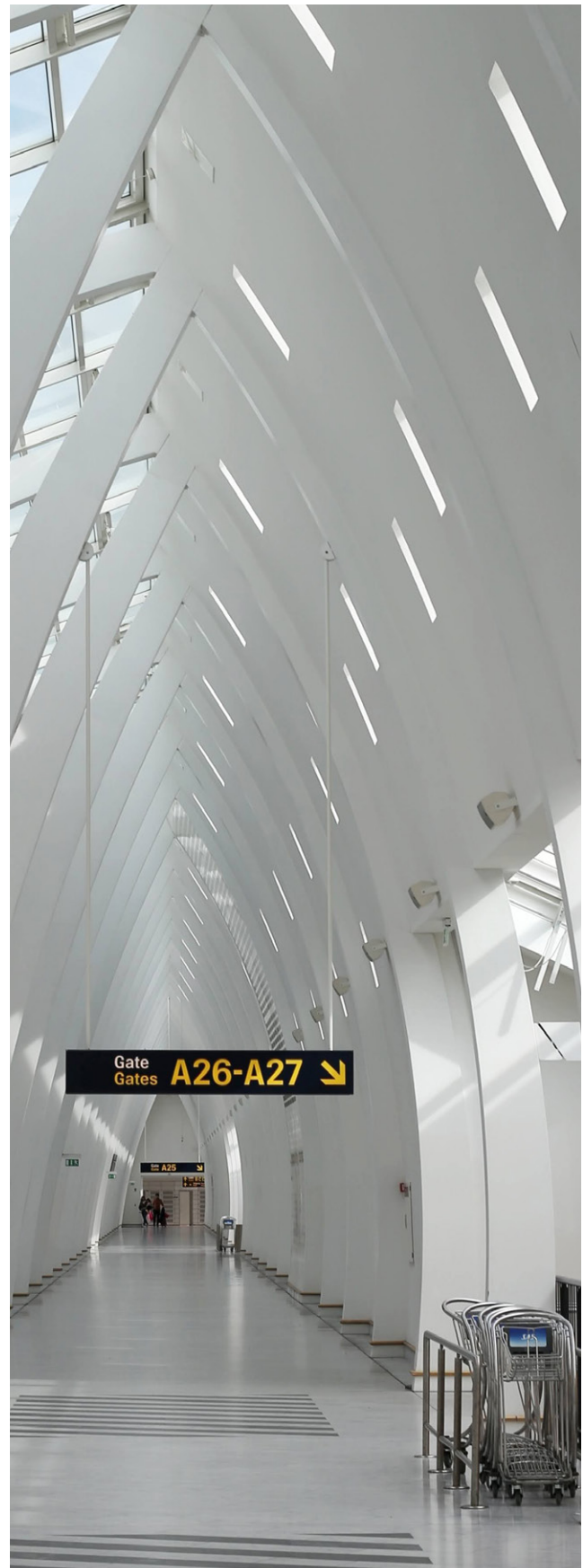
Food and drinks

Emissions from food and drinks were accounted for by manually reviewing 501 receipts and applying conversion factors from DEFRA 2022, supplemented with statistics from the Food and Agriculture Organization (FAO) of the United Nations from 2013. This combination of data sources helps estimate the emissions from different types of meals with greater specificity.

Uncertainty and discretion

The manual review process of receipts and records introduces an element of human error and potential for inaccuracy. While the DEFRA 2022 emission factors are robust, the conversion from financial expenditure to emissions can be imprecise due to variations in spending patterns and the actual environmental impact of specific travel and dietary choices.

Use of discretion

In cases where receipts or records were ambiguous or incomplete, we used informed estimations to determine the most likely expenses and associated emissions. Our methodology remained conservative, aiming to avoid overestimation of emissions. Discretionary decisions were documented to maintain transparency and accountability in our reporting process.

8.1 Development of emissions from business travel

Emissions from business travel vs. total IM_emissions in tCO$_2$e
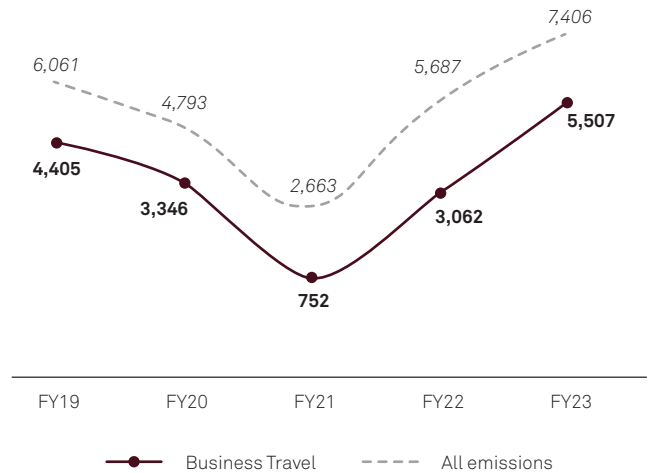
The influence of business travel on Implement Consulting Group's carbon footprint is evident when examining the data from the past five financial years. A significant drop in emissions from business travel was recorded in FY21, with a decrease to 752 tCO$_2$e, down from 3,346 tCO$_2$e in FY20. This substantial reduction correlates directly with the global travel restrictions imposed due to the COVID-19 pandemic, which drastically limited travel opportunities and altered business operations worldwide.

As restrictions eased and business activities resumed, there was a natural resurgence in travel emissions. In FY23, business travel emissions escalated to 5,507 tCO$_2$e, reflective of a reversion towards traditional business practices and mobility. While this marks an increase, it is essential to note that the growth in overall emissions, reaching 7,406 tCO$_2$e in FY23, cannot be attributed to business travel alone.

Despite this, the data illustrates a clear relationship between business travel and total emissions within our company. The temporary decline due to the pandemic provides a unique perspective on the potential for reduced travel emissions and the impact of remote work and virtual collaboration tools. As we move forward, these insights will be invaluable in shaping our strategies to achieve sustainable growth and reduce our environmental footprint.

8.2 Breakdown of emissions from business travel in FY23

Category	Costs (DKK)	Emission Factor (kg)	Emissions (tCO$_2$e)
Flights	28,059.061	0.141585943	3,972.8
Business travel in cars	8,296.463	0.034747126	288.3
Taxi – domestic	4,913.091	0.013946197	68.5
Taxi – abroad	1,486.416	0.022023304	32.7
Train and bus	5,914.160	0.030172123	178.4
Hotels – domestic	6,204.978	0.014960443	92.8
Hotels – abroad	19,125.021	0.018563764	355.0
Other meals	13,330.847	0.030069573	400.9
Restaurants	12,518.778	0.009351534	117.1

9. Employee commuting

Employee commuting constitutes a notable segment of Implement Consulting Group's carbon footprint, representing 4.45% of our total emissions. The following section details our approach to quantifying these emissions. It is important to acknowledge that the data utilised in this analysis, derived from employee surveys, may not offer a complete picture due to its reliance on extrapolation from a subset of responses.

Accounting policies

To estimate emissions from employee commuting, we analysed responses from an employee survey. However, with only a third of our employees participating, we had to extrapolate data to represent the entire organisation. We applied DEFRA's 2022 commuting emission factors to the aggregate commuting distance reported by respondents.

## Uncertainty and discretion

The quality of the data from the employee survey is inherently limited, requiring us to make broad assumptions about the commuting patterns of the entire workforce based on a sample. This extrapolation introduces a high degree of uncertainty, as it may not accurately reflect variations in commuting distances, modes of transport or frequency of travel.

Use of discretion

Given the partial response rate to the survey, we used conservative estimates to account for the non-responding portion of our workforce. Our approach aimed to approximate a realistic view of commuting patterns without overestimating the associated emissions. This required a judicious use of discretion carefully documented to provide transparency and allow for future refinement as more comprehensive data becomes available.

9.1 Development of emissions from employee commuting

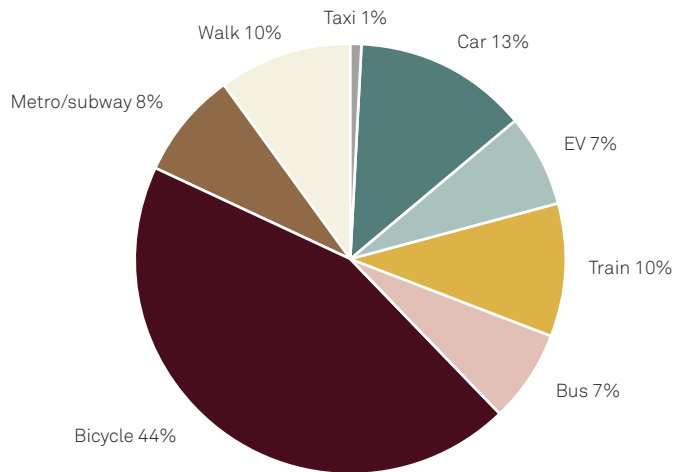### Emissions from employee commuting vs. FTE count
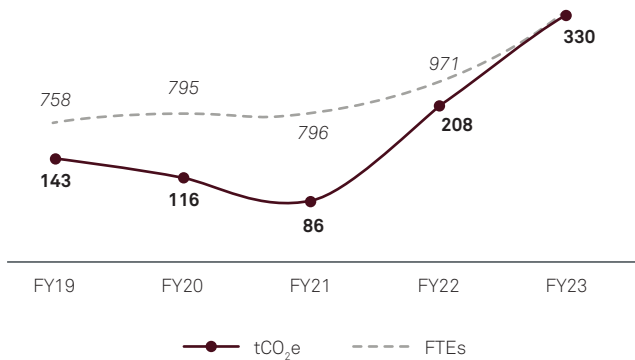
The emission trends from employee commuting at Implement Consulting Group have been influenced significantly by the COVID-19 pandemic. Pre-pandemic, emissions stood at 143 tCO$_2$e in FY19 and saw a slight decrease to 116 tCO$_2$e in FY20 as the company began implementing more sustainable commuting practices. The impact of COVID-19 was most notable in FY21, with a reduction to 86 tCO$_2$e, as remote work became the norm and commuting drastically decreased.

As restrictions lifted and a sense of normalcy began returning in FY22 and FY23, we observed a rebound in commuting emissions to 208 tCO$_2$e and 330 tCO$_2$e, respectively. This rise correlates with an increase in our full-time employee (FTE) count, which also grew significantly during this period, from 971 FTEs in FY22 to 1,268 FTEs in FY23. Despite this growth, it is important to recognise that the emissions per employee from commuting did not escalate proportionately, indicating an improvement in the carbon efficiency of our employees' commuting patterns.

The data underscores the relationship between commuting practices and global events, such as the pandemic, and highlights the potential for lasting changes in the way we approach work and travel.

9.2 Breakdown of emissions from employee commuting in FY23

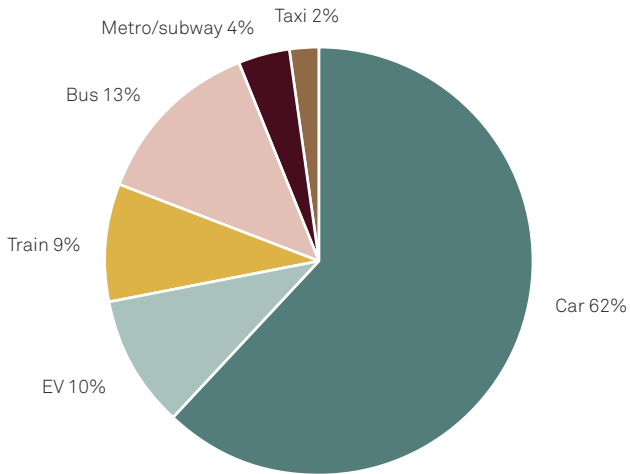### Numbers of commutes by transportation type

In our efforts to quantify the emissions from employee commuting, Implement Consulting Group conducted a thorough analysis of the modes of transport used by our employees and the frequency of their commutes. By collecting data on the number of employees who never commute or do so on a varying scale from one to five days per week, we were able to establish patterns of travel for standard vehicles, electric vehicles (EVs), trains, buses, bicycles, metro/subway, walking and taxis.

For each mode of transport, we have calculated the weekly and yearly kilometres travelled. These distances were then multiplied by specific emission factors as provided by DEFRA for the year 2022 to determine the total tonnes of CO$_2$ equivalent (tCO$_2$e) for each type of commute.

Our analysis revealed that while some modes of transport, such as bicycles and walking, contribute zero emissions, others, particularly cars and EVs, are more significant contributors to our carbon footprint. The calculated total emissions for each transport type provide a clear picture of the impact each mode has on our overall emissions profile.

Share of commutes by transportation type

- Taxi 2%
- Metro/subway 4%
- Bus 13%
- Train 9%
- EV 10%
- Car 62%

Eco-friendly rides on the go: Hop on the green ride bandwagon with Implement! In FY23, we shifted gears to more eco-friendly commutes, offering our employees a free bike-sharing service. And for those looking to speed up their sustainable journey, we pedalled out deals on electric bicycles and discounts on sustainable car sharing. Now, our employees are not just travelling smarter, but greener, one pedal and one plug at a time!
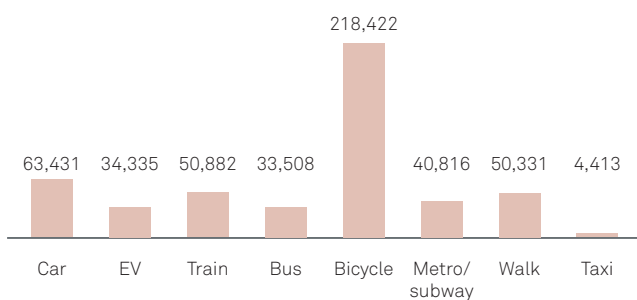
Count of annual commutes by transport type:

Car	EV	Train	Bus	Bicycle	Metro/subway	Walk	Taxi
63,431	34,335	50,882	33,508	218,422	40,816	50,331	4,413

Annual kilometres commuted by transport type:

Taxi	Walk	Bus	Metro/subway	EV	Train	Car	Bicycle
31,991	428,433	534,487	536,127	667,109	1,288.140	1,372.186	1,434.348

DEFRA 2022 emission factors for converting passenger kilometres to kg CO_2 emitted:

	Emission factors
Car	0.1478845
EV	0.049916
Train	0.022853
Bus	0.077743
Metro/subway	0.02781
Taxi	0.216855

Annual Commuting Emmissions in tCO_2e

Car	Metro/subway	Train	EV	Bus	Taxi
203	42	34	29	15	7

Total emissions from employee commuting
in tonnes CO_2e:

	Tonnes CO_2e
All commutes	329.56

10. Towards better sustainability data

In an era where data drives decisions, Implement Consulting Group is embracing a future where our sustainability efforts are underpinned by enhanced data accuracy and analysis. Our upcoming strategies focus on refining the way we gather, interpret and utilise data, ensuring that every decision made is informed and impactful. Here is a glimpse into the data-focused initiatives we plan to roll out:

Precision in travel reporting: We are partnering with an external travel and hotel booking platform to transform how we manage the booking and expensing of business travel. This innovative platform will furnish us with high-quality data, allowing us to move beyond cost-based estimations to more precise reporting for flights and hotel stays.

Refining accounting methods: Our current cost-based accounting methods, which sometimes result in negative costs and, consequently, negative emissions, are set for a change. This revision will ensure that our emissions reporting reflects more accurate and positive environmental contributions.

Sustainable energy purchase: The purchase of increasing shares of sustainable energy sustainable energy will continue, thereby expecting a reporting of zero scope 2 emissions and bolstering our commitment to a clean energy future.

Innovative commuting insights: Collaborating with the startup Drivn, we plan to implement their cutting-edge software platform for real-time tracking of employee commuting. This shift from annual surveys to continuous monitoring will not only enhance the accuracy of our data but will also support active management of our commuting footprint.

Engagement and education: We aim to boost employee engagement with increased educational programmes on sustainability, providing resources and incentives for individual and collective action towards our net-zero goals.

Our commitment to these data-driven strategies is a testament to our belief in the power of informed decision-making in achieving sustainability goals. By prioritising precision and insight in our data collection and analysis, Implement Consulting Group is not just planning for the future; we are shaping it to be more sustainable, transparent and accountable. This forward-thinking approach positions us at the forefront of environmental stewardship, where data is not just numbers but the catalyst for meaningful change.

11. Appendix

Total emissions (tCO$_2$e)

	FY23	FY22	FY21	FY20	FY19
Total emissions tonnes CO$_2$e	7,405.64	5,686.96	2,662.64	4,792.58	6,060.75
Emissions per full-time employee tonnes CO$_2$eq	5.8	5.9	3.3	6.0	8.0
Full-time employee headcount	1,268	971	796	795	758

Scope 2 emissions (tCO$_2$e)

	FY23	FY22	FY21	FY20	FY19
Scope 2 total	162.09	283.69	256.54	315.63	326.41
Electricity	86.27	165.55	133.69	147.42	162.48
Heating	75.82	118.14	122.85	168.22	163.93
Steam	-	-	-	-	-
Cooling	-	-	-	-	-

Scope 3 emissions (tCO$_2$e)

	FY23	FY22	FY21	FY20	FY19
Scope 3 total	7,243.54	5,403.27	2,406.10	4,476.94	5,734.34
Purchased goods and services	1,376.67	2,021.59	1,476.72	947.73	1,117.82
Business travel	5,506.53	3,061.58	752.21	3,345.98	4,405.22
Employee commuting	329.56	208.25	86.35	115.81	142.61
Water supply	0.65	0.60	0.50	0.41	0.41
Water treatment	1.18	1.10	0.90	0.75	0.74
Waste	1.57	55.17	27.58	0.00	0.00

GHG Protocol scope 3 emissions by category (tCO$_2$e)

GHG scope 3 categories	FY23	FY22	FY21	FY20	FY19
1. Purchased goods and services	1,377.31	2.022.19	1,477.22	948.14	1,118.23
2. Capital goods	0.00	0.00	0.00	0.00	0.00
3. Fuel- and energy-related activities. Not included in scope 1 and scope 2	27.39	54.98	61.82	66.26	67.53
4. Upstream transport and distribution	-	-	-	-	-
5. Waste generated in operations	2.75	56.27	28.49	0.75	0.74
6. Business travel (w. hotel stays)	5,506.53	3,061.58	752.21	3,345.98	4,405.22
7. Employee commuting	329.56	208.25	86.35	115.81	142.61
8. Upstream leased assets	-	-	-	-	-

GHG scope 3 categories	FY23	FY22	FY21	FY20	FY19
9. Downstream leased assets	-	-	-	-	-
10. Processing of sold products	-	-	-	-	-
11. Use of sold products	-	-	-	-	-
12. End-of-life treatment of sold products	-	-	-	-	-
13. Downstream leased assets	-	-	-	-	-
14. Franchises leased assets	-	-	-	-	-
15. Investments	-	-	-	-	-
Total	**7,243.54**	**5,403.27**	**2,406.10**	**4,476.94**	**5,734.34**

Purchased goods and services breakdown
(tCO_2e)

	FY23	FY22	FY21	FY20	FY19
Food in canteen	476.29	312.40	261.07	213.57	248.76
Refurbishment and maintenance	-116.00	760.25	731.39	182.43	226.92
Interior	32.24	16.20	13.57	8.28	11.29
Office supplies	272.33	255.22	101.08	236.21	333.04
IT equipment	342.37	293.90	234.81	170.05	155.43
Miscellaneous	369.45	383.62	134.82	137.19	142.38

Business travel breakdown (tCO$_2$e)

	FY23	FY22	FY21	FY20	FY19
Flights	3,972.77	1,955.47	252.45	2,402.86	3,107.12
Business travel in cars	288.28	200.25	140.01	263.69	348.25
Taxi – domestic	68.52	44.32	15.13	35.53	47.70
Taxi – abroad	32.74	17.40	1.84	16.66	21.77
Train and bus	178.44	117.07	61.36	87.33	103.89
Hotels – domestic	92.83	69.55	38.19	98.38	101.81
Hotels – abroad	355.03	263.27	40.11	212.81	345.06
Other meals	400.85	302.86	178.04	190.61	273.06
Restaurants	117.07	91.39	25.08	38.11	56.55

Company information

The Company	Implement Consulting Group P/S

Strandvejen 54
DK-2900 Hellerup
CVR No: 32 76 77 88

Financial period: 1 July – 30 June

Incorporated: 31 January 2010

Financial year: 14th financial year

Municipality of reg. office: Gentofte

Board of Directors
Stig Skov Albertsen, Chairman (m)
Rikke Sick Børgesen (f)
Mark Patrick Sprauer (m)
Henrik Horn Andersen (m)
Palle Thesbjerg Mehlsen (m)
Lars Saur Feldstedt (m)
Gunvor Jøsendal (f)
Rikke Fladberg Nielsen (f)

Executive Board
Niels Olaf Ahrengot (m)

Auditors
PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab
Strandvejen 44
DK-2900 Hellerup

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