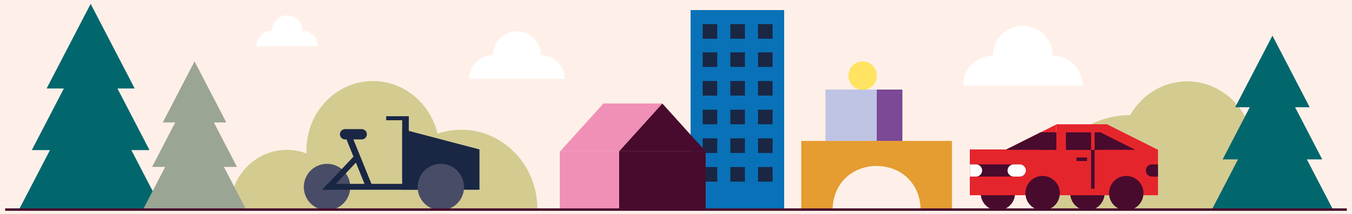
A Year of Reflection

Every year tells a different story.

2025 was a year that tested the resilience of our environmental ambitions. While some indicators improved, others showed that maintaining progress requires continuous attention, especially as operational needs change. In 2025, our environmental policy remained the same, but our results reminded us that progress is not guaranteed.

As a change agency without production facilities, owned properties, or company vehicles, our environmental impacts are primarily linked to Scope 2 and Scope 3 CO_2 emissions. Our policy continued to guide our work throughout the year, providing a consistent framework for the decisions we made and the priorities we set.



Policy in action

While our results varied across the year, the principles behind our environmental policy remained unchanged.

Partnerships

Environmental considerations continued to play a role in how we selected and worked with suppliers and business partners. We sought to collaborate with organisations whose practices align with our environmental objectives.

Client advisory

Where relevant, we incorporated environmental considerations into our consulting services and encouraged clients to consider solutions with a lower environmental impact.

Transparency

Our environmental policy remains publicly available. This report presents our environmental performance for 2025, including both the progress achieved and the areas where improvement is still needed.

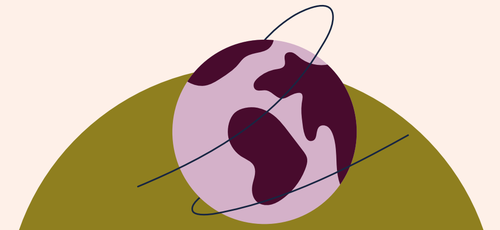
What this report covers

The following sections examine each of our three policy ambitions by outlining:

- The activities undertaken during 2025
- The results achieved
- The actions identified for the coming year

Policy ambitions

These ambitions shaped the work we carried out during 2025.
The following sections describe what we did, where we made progress, and where further effort is needed.

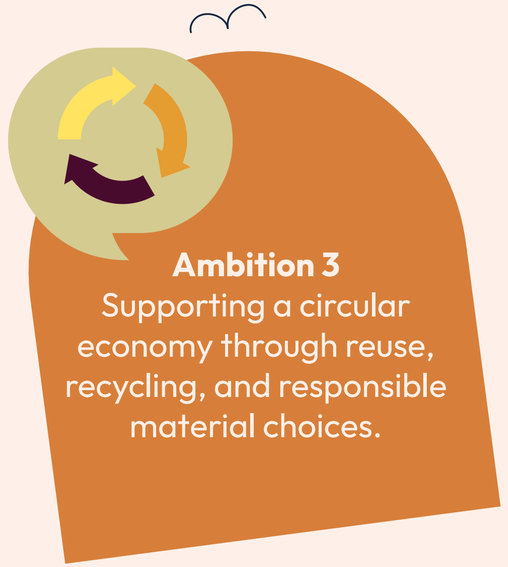


Ambition 1
Reducing our environmental impact through responsible travel, renewable energy investing, and resource efficiency.

Learn more

Ambition 2
Compensating for operational greenhouse gas (GHG) emissions through certified offset projects.

Learn more

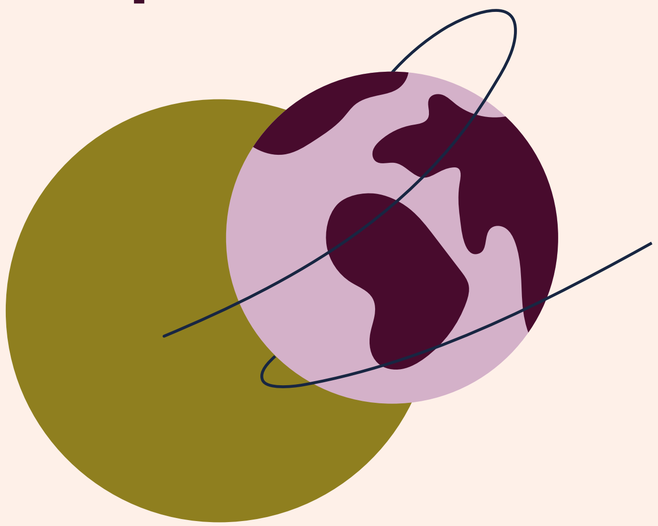


Ambition 3
Supporting a circular economy through reuse, recycling, and responsible material choices.

Learn more

Ambition 1

Reducing our environmental impact



Continuing the journey toward lower-impact operations

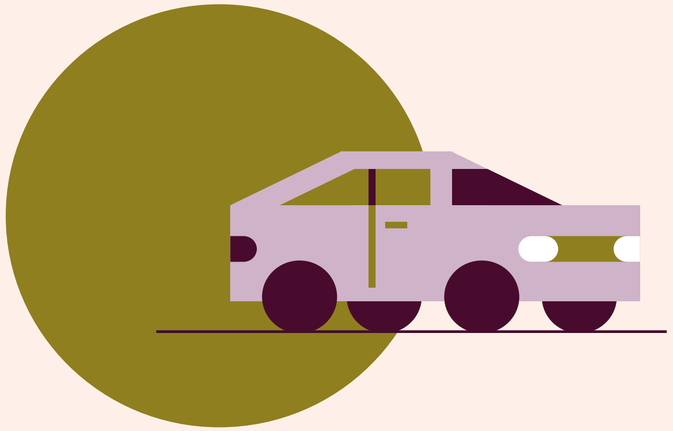
Following the progress achieved in 2024, 2025 provided an opportunity to evaluate the performance of our environmental initiatives as our operations continue to develop. Our environmental policy remained unchanged, but the year demonstrated that progress is not always linear. Some areas moved forward, while others highlighted the need for continued focus and stronger integration of sustainable practices into everyday decisions.

As a consultancy working with clients and projects across different locations, business travel remains the area where we have the greatest opportunity to influence our environmental impact.

Our approach continues to focus on reducing emissions where possible, encouraging lower-impact alternatives, and improving our ability to monitor and understand our environmental footprint over time.

Ambition 1

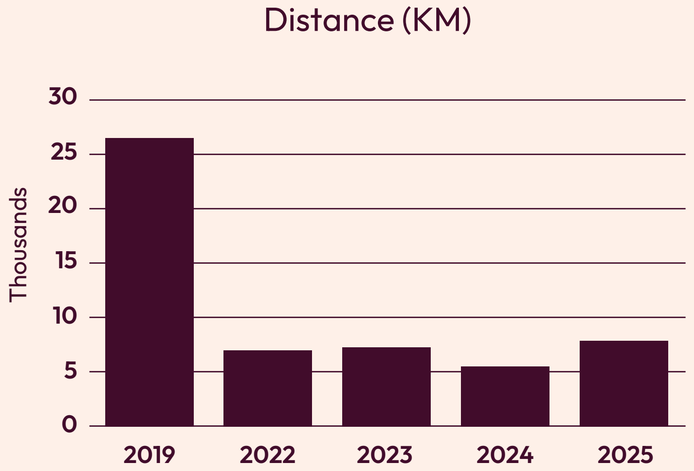
Reducing our environmental impact



Reducing the use of combustion engine vehicles

Distance driven by combustion engine vehicles

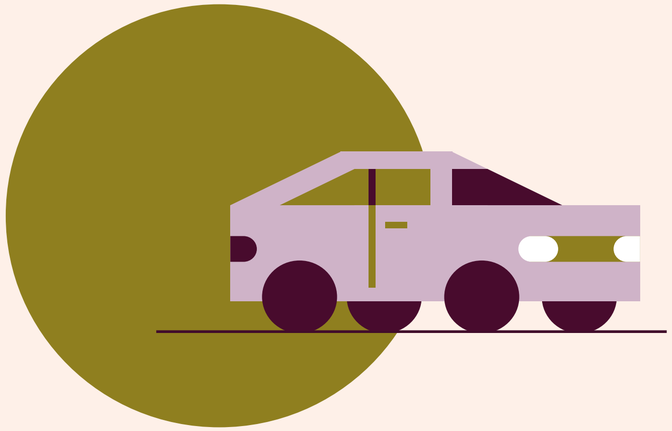
Year	Distance (KM)
2019	26321,8
2022	6928,86
2023	7281,38
2024	5567,8
2025	7833,95



The baseline year for this objective is 2019, selected as the reference year for the implementation of current reduction initiatives.

Ambition 1

Reducing our environmental impact



Since establishing the 2019 baseline, we have significantly reduced the distance driven by combustion engine vehicles. The 2025 results show the total distance was 7833,95km, representing a 70% reduction compared with the baseline year. This brings us close to our ambition of an 80% reduction.

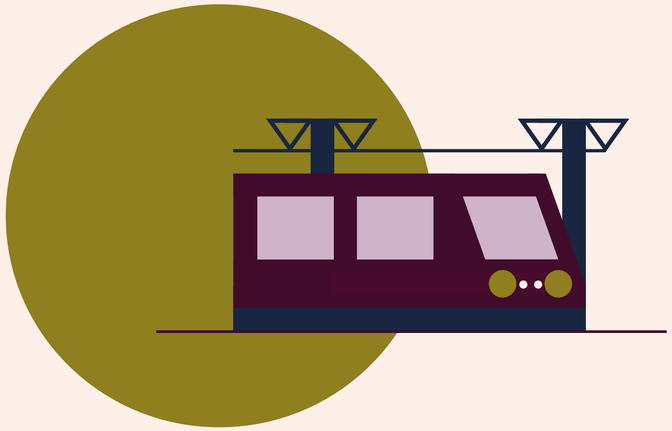
At the same time, the results from 2025 show that reductions are not always linear. Compared with 2024, when the distance driven was 5567,8 km, the number increased. This highlights the importance of continuing to consider means of transportation as part of our daily operations.

During the year, we continued encouraging alternatives such as electric vehicles, bicycles, and public transportation where these options were practical. We also saw an increase in the use of electric taxis. Improving the consistency of transport data remains an area of focus, as better data helps us follow developments and identify where further improvements are possible.

Going forward, we will continue working to reduce the use of combustion engine vehicles and make lower-impact commuting options easier to choose.

Ambition 1

Reducing our environmental impact



Choosing trains and electric cars over flights in Denmark, Sweden and Germany

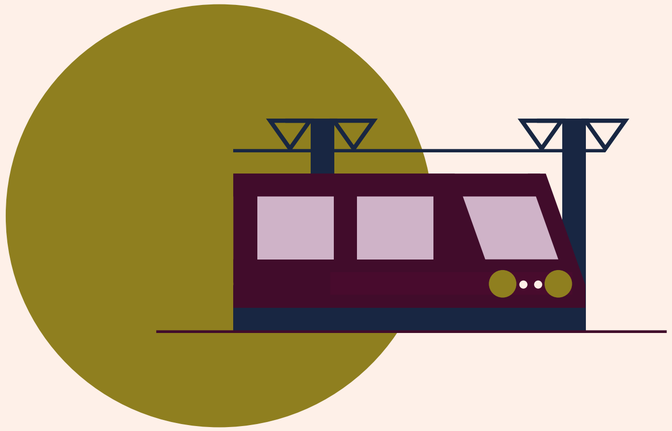
As part of our long-term travel ambition, we aim to increase the use of trains and electric cars for business travel within Denmark, Sweden, and Germany where these alternatives are practical. In 2025, we continued tracking this area through an internal KPI measuring the proportion of trips completed using these modes of transport.

During the year, 59 trips within these destinations were registered, of which 38 were completed by train or electric car, corresponding to 64,4% of all trips. This was above our internal target of 40% and above the 51% achieved in 2024.

The result highlights that sustainable travel choices require continuous attention and integration into planning processes. At the same time, maintaining a consistent measurement approach allows us to identify trends over time and understand where further improvements can be made.

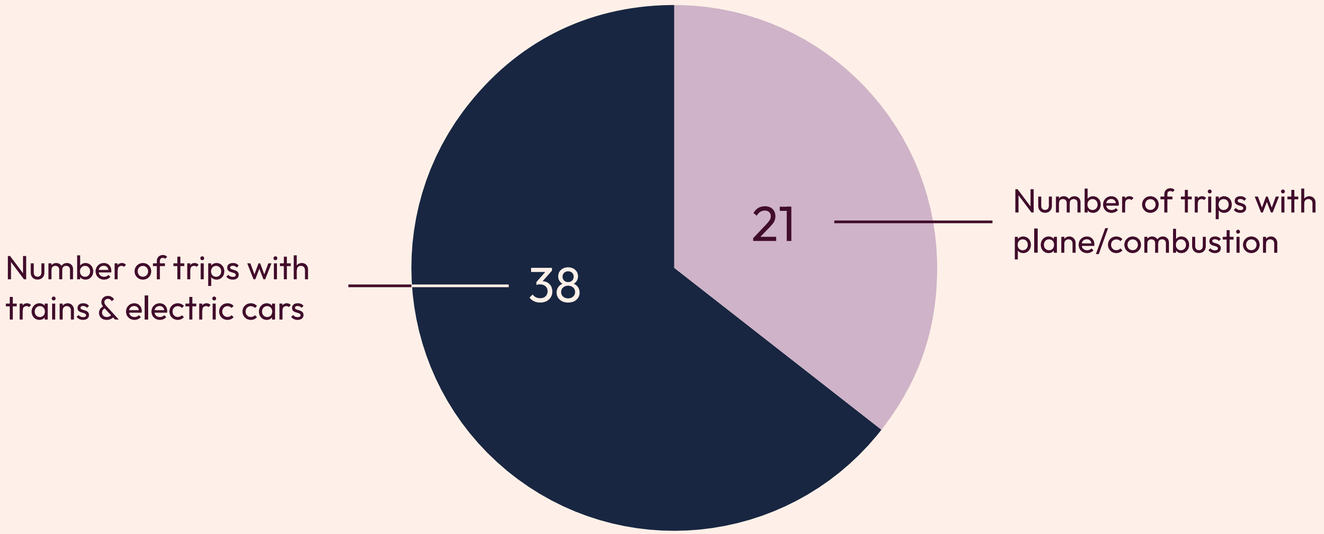
Ambition 1

Reducing our environmental impact



In 2026, we will continue to focus on increasing the share of business travel completed by train and electric vehicles while maintaining dialogue with employees for practical ways to choose lower-impact alternatives.

Projects in Denmark, Sweden, Germany 2025



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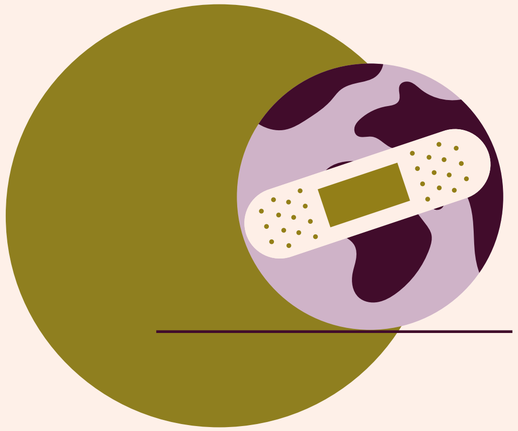
Reducing our environmental impact



Understanding what we need to compensate

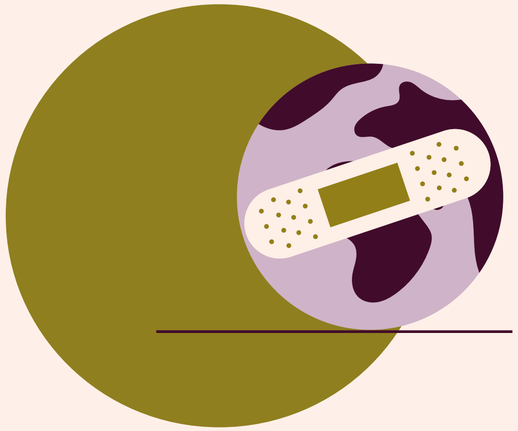
Last year, we expanded our understanding of the emissions generated through our operations. In 2025, the focus was on improving the quality and coverage of the data behind those calculations. While reducing emissions remains our primary objective, measuring and compensating for those we cannot yet avoid continues to be an important part of our environmental policy.

Our emissions calculations continue to cover business travel, print production in Denmark, and shipping of project and publishing materials. Where suppliers provide emissions reports, these are used directly. For activities where this information is not available, emissions are estimated using Klimakompasset* to maintain a consistent approach across reporting categories. The improvements made during the year allow us to include emissions from an additional courier provider, giving a more complete picture of the environmental impact associated with shipping. Although PostNord still provides emissions data only for shipments within Denmark, Sweden, and Finland, the additional reporting available this year has reduced the need to rely on estimates for this part of our operations.

**Klimakompasset is an official tool and database helping companies to calculate their carbon footprint.*

Ambition 1

Reducing our environmental impact

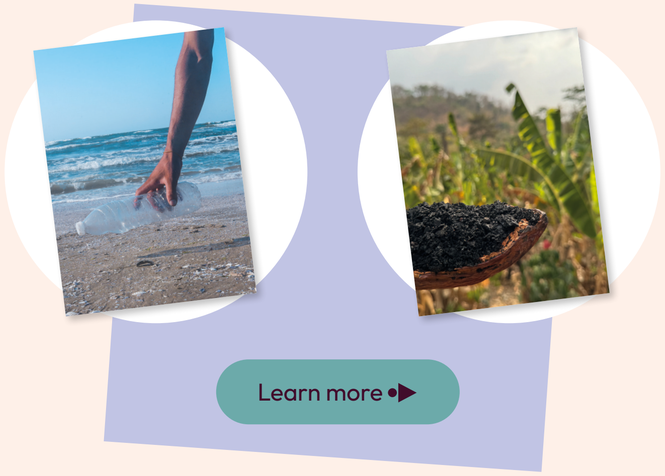


The calculated emissions for 2025 amounted to approximately 45 tCO_2e. As in previous years, we applied an additional 20% uncertainty margin to account for the limitations associated with combining supplier reports, and estimated calculations. A detailed breakdown of emissions by category is provided in the table below.

		t CO_2 e	SUM
Business travel	Flights	31,54	35,83
	Own car	1,14	
	taxi (exl. el)	0,345	
Print production DK	DyRO	2,8	
	CoolGray	Offest included in each order	
Shipping (40% in 2025)	TNT	3,78	1,536488
	DHL	0,05622	
	PostNord	0,002	
+ 20% Extra	44,83		

Ambition 2

Compensating for operational GHG emissions



Why we continue supporting the same projects

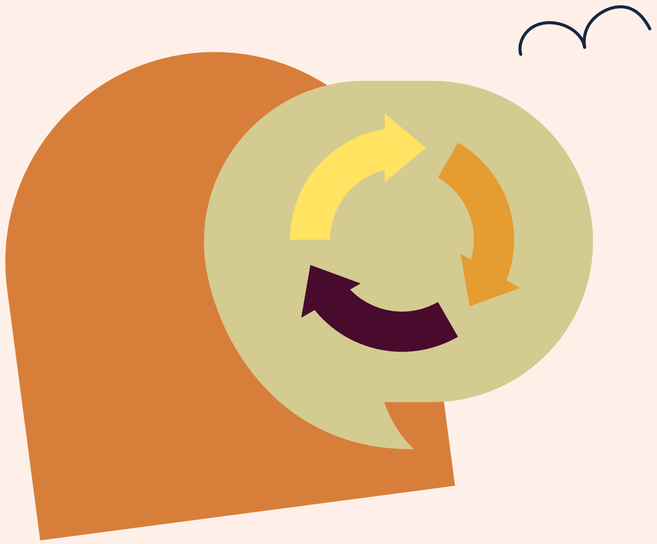
As in previous years, we have chosen to continue our partnership with the same climate partner. One of the projects we supported last year is continuing, while the Biochar project in Ghana was not available for our 2025 investment, so we chose to support a similar biochar project in a different location instead. We see value in maintaining continuity in our investments where possible, as longer-term support can give projects and the communities they work with more opportunity to develop and create lasting impact.

The projects address different aspects of climate action. One focuses on reducing plastic pollution in coastal areas while improving access to cleaner cooking solutions for local communities. The other converts agricultural waste into biochar, creating long-term carbon storage while improving soil quality and supporting local livelihoods.

Together, these projects reflect our ambition to contribute to climate action in ways that deliver both environmental and social benefits.

Ambition 3

Contributing to a circular economy



Keeping materials in use for longer

Circular economy principles are reflected in the way we design our products, manage materials, and consider opportunities for reuse. During 2025, we continued the practices already established while introducing changes that support more efficient use of materials and resources.

Designing products with reuse in mind

Our leadership simulations continue to be an area where material choices play an important role. In 2025, we introduced a new digital platform with online simulation elements, reducing the need for some physical components while maintaining the reusable materials that form the core of the experience.

Ambition 3

Contributing to a circular economy

The digitalisation of selected elements, including participant cards previously produced on paper, reduces the amount of physical material required for each simulation. At the same time, some existing components were redesigned to reduce material weight and improve their use. This included reducing the number of acrylic elements in selected simulations, including the complete removal of acrylic components in one simulation. For another simulation, acrylic components were reduced, while a replacement with a more recyclable material is currently being explored.

As the digital solution was introduced towards the end of 2025, its full impact will become clearer as it is used throughout 2026. The changes implemented so far represent a step towards reducing the amount of physical material needed while maintaining the flexibility and reuse potential of our products.

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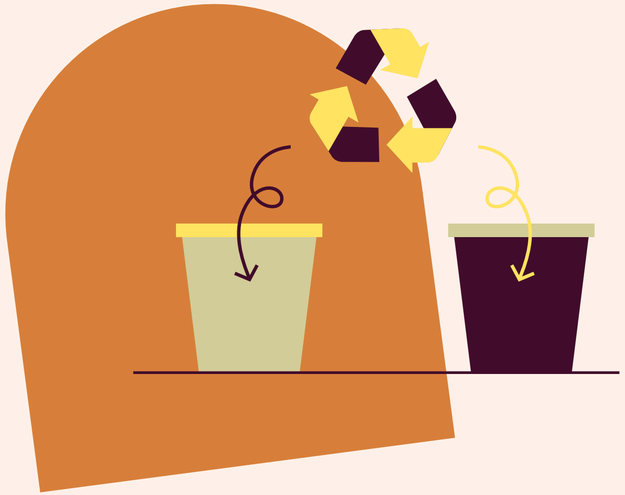
Contributing to a circular economy



Extending the life of existing resources

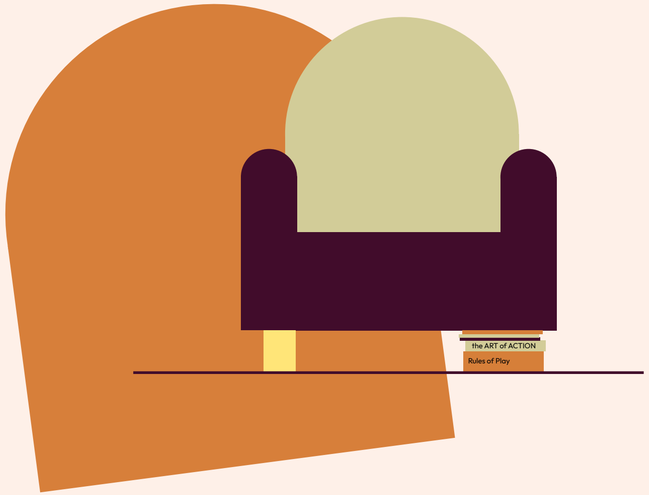
During 2025, we continued to include recycling instructions on printed materials or provide recycling guidance where relevant. The process is monitored through shipment trackers, deviation sheets, and random checks.

As part of our long-term objective of printing non-reusable components on recyclable materials, we continued using our internal materials list as guidance for designers when selecting materials.

Going forward, we will collaborate with our primary print supplier to improve the tracking of recyclable materials used in projects and gain a clearer overview of material choices.

Ambition 3

Contributing to a circular economy



Changes to our office setup in 2025 also created opportunities to extend the life of existing furniture. When expanding into an additional office space, we reused available furniture to furnish the new area rather than purchasing all items new. Some furniture was also sold through DBA, while other items were donated for further use outside the organisation, including to a local scout organisation.

During the year, seven laptops were taken out of use. Some were passed on to colleagues, while others were delivered to a local recycling centre. Other small or broken electronic items were sorted as electronic waste.

These actions reflect our continued focus on keeping materials and resources in use for as long as possible and considering reuse opportunities before replacement or disposal.

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