

Inspiration Day

7th
March
2023

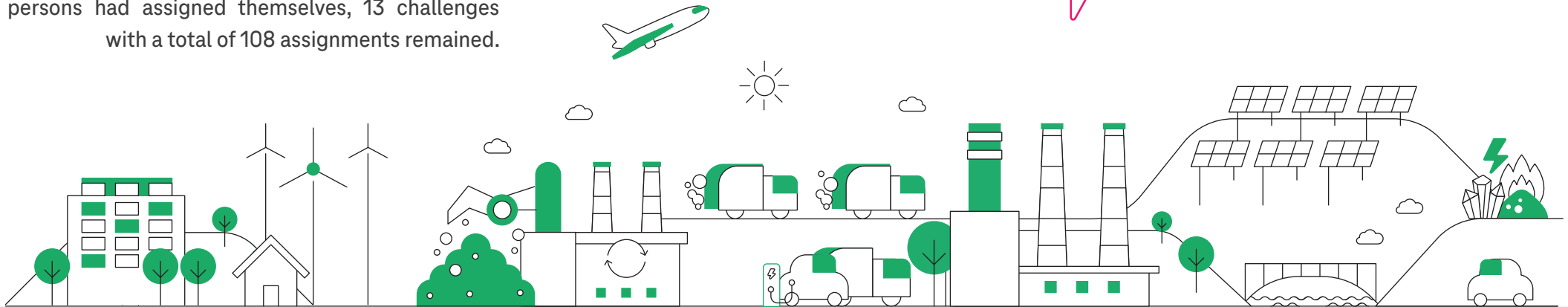


We asked our customers to join us in a CoCreation exercise to identify the pressing sustainability challenges for business. Over 100 participants from 71 businesses came to explore sustainability challenges with us. During the Inspiration Day, we offered 4 sessions for each of the 10 action fields in which to discuss challenges. Each participant could attend up to four of these action field sessions. In the sessions, participants had the opportunity to indicate their willingness to further explore challenges in a co-creation process. This resulted in 98 challenges with a total of 191 assignments. After deduction of the challenges for which less than 4 persons had assigned themselves, 13 challenges with a total of 108 assignments remained.

What are the commonalities across industries and sectors?

What challenges are most important to our customers?

Are customers ready to work on these challenges in a community?



► Inspiration Day for Customers



Action
Fields

01

ESG Transparency &
Value Management

02

Customer, Partner &
Employee Engagement

03

Green Enterprise
Energy Management

04

Buildings & Offices

05

Mobility & Transport

06

Processes & Products

07

Data Center & Networks

08

Offsetting Management

09

Adaptation/ Resilience
to External Risks

10

ESG Governance & Strategy



Standardised
Sust. Reporting



Sustainability
Academy



Sustainable
Co-Design



Energy Mgmt
Transparency



Eco-Efficient
Heating



Eco-Efficient and
Integrated Mobility



Sufficient
Production



Circularity
of Products



Sustainability
Risk Mgmt



Efficient ESG
Organisation



Sustainability, Trust
& Business Action



Green Biz
Models

13
Challenges
Identified

1

AF01: EU Data Space for ESG data / Data Availability / KPI Standardization (14)

Understanding, sourcing, handling of ESG data is a huge challenge.

How might we create a common eco-system for relevant ESG data across companies in Europe including data handling, industry specific standards and KPIs (our understanding vs regulations) to improve ESG transparency?

2

AF02: How to involve business partners and customers within product development (10)

Companies are challenged and a challenger for more sustainable behavior.

How might we rethink the design, production and delivery of products and services to engage business partners and customers for sustainable behaviors and meet their needs?

3

AF06: Circularity in consumer products; e.g. cell phone with pickup at the home (8)

Circularity is the next frontier for many companies on their path to sustainability.

How might we leverage reverse logistics in consumer products to get closer to zero waste?

4

AF04: Heating as a service / alternative heating (8)

There are interesting alternatives to CO2 reduced heating in buildings.

How might we reuse heat from edge computing for buildings?

5

AF02: Sustainability academy for employees (7)

Engaging employees is a top challenge for most companies.

How might we motivate employees to change their behavior to accelerate progress towards sustainability goals?

6

AF06: Reduce production waste along the supply chain (7)

Reducing waste is a collaborative effort along the supply chain.

How might we find ways to avoid leftover materials in the supply chain? As “leftover” also depends on the rethinking alternative use, how might we identify creative schemes to bring those leftover materials to productive use in other usage areas or business models?

7

AF10: Unconscious green washing (7)

Businesses currently operate in fundamentally unsustainable contexts.

How might we avoid ‘unconscious greenwashing’ -- when well-meaning sustainability activities fail to also address sufficiency?

8

AF05: Platform for shared mobility service, cross-industry, cross-public transport and intermodal (7)

Commuter traffic is becoming the top priority when considering scope 3 in a company's mobility footprint.

How might we offer a mobility service for employees that integrates all mobility offers across all company fleets and public offers and across all forms of mobility?

9

AF10: Align Business Model with ESG ambition (6)

Going circular or addressing sufficiency means challenging existing business models.

How might ESG governance successfully deal with the potential target conflict?

10

AF10: Centralization vs. decentralization of ESG governance (5)

This challenge explores contending options for building and integrating ESG capabilities within organisations.

How might we find the right design for individual organisations?

11

AF05: Rapid implementation of new mobility services and data-based evaluation (4)

Companies and municipalities lack data to plan mobility measures.

How might we find the right design for individual organisations?

12

AF09: Risk assessment of suppliers for outsourced processes (4)

Obtaining data about external risks is a significant challenge.

How might we assess supplier risk for outsourced services?

13

AF03: Energy consumption transparency for decision making (4)

Companies have few data about how much energy is produced or consumed at which point in the value creation process.

How can we measure energy consumption in the company to provide transparency, assess or anticipate the potential risks and impacts on the value chain?

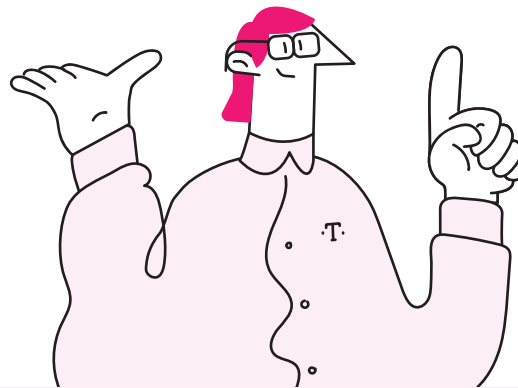
► Reflecting on the Inspiration Day



Businesses understand the urgency of sustainability issues and are ready to take effective action

There are cross-industry challenges in the identified action areas that companies are willing to work on together.

We identified 13 challenges shared by multiple customers across different industries.



The participants in the community that has been created are enthusiastic to collaborate in solving these challenges.

Customers are willing to share their experiences and solutions in the field of sustainability.