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World Rowing Climate Action Plan

International Olympic Committee (IOC)
Climate Accelerator

25 November 2024

Foreword

Important notice

- This Climate Action Plan is prepared exclusively for the internal use of World Rowing (WR) and is not intended to be used or relied upon by others. Developed and supported by Deloitte under arrangement with the International Olympic Committee as part of the Global Climate Accelerator Programme, this plan aims to assist WR in prioritising climate action.
- The Climate Action Plan is based on data and documentation provided by WR, which is assumed to be reliable, accurate, complete, and not misleading. The responsibility for the reliability, accuracy, and completeness of this information rests with WR. Any inaccuracies or omissions may affect the subsequent analysis and findings.
- Data reflected in the Climate Action Plan is collected from various open sources, interviews with WR and key stakeholders, and internal information. Users must consider the applicability of this data for their specific purposes before taking any action based on these results. If the underlying data is incorrect, the results may vary. All open-source data used was believed to be accurate at the time of analysis (September 2024). Users should verify the currency of the presented information before acting upon it.

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Summary of climate action plan

Introduction

This CAP was developed between WR's sustainability team and Deloitte. Carbon emission data was analysed, and a carbon footprint assessment was conducted to identify 5 priority areas and 14 climate actions expanding on World Rowing's existing sustainability efforts.

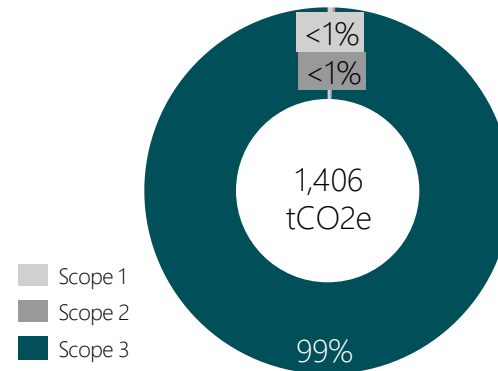
This Climate Action Plan focuses on reducing carbon emissions from the organisation's activities and events. While developing this plan, many actions identified were environmentally and nature-focused, besides those directed at carbon reduction. Accordingly, the WR sustainability team has prioritised carbon abatement actions in this Climate Action Plan, intending to advocate broader sustainability initiatives among event organisers and the WR community.

Progress to date

WR is at a maturity level of 2 in its climate action efforts, meaning the organisation has successfully integrated some form of sustainability into its operations (see Appendix A). WR have implemented programmes and procedures across the organisation and is looking for ways to expand its carbon abatement initiatives.

As a Sports for Climate Action signatory, WR is committed to reducing its carbon footprint per event/activity by 50% by 2030 from a baseline year and achieving climate neutrality by 2040. To support these ambitions, 5 priority areas were identified, as indicated on the right side of the page.

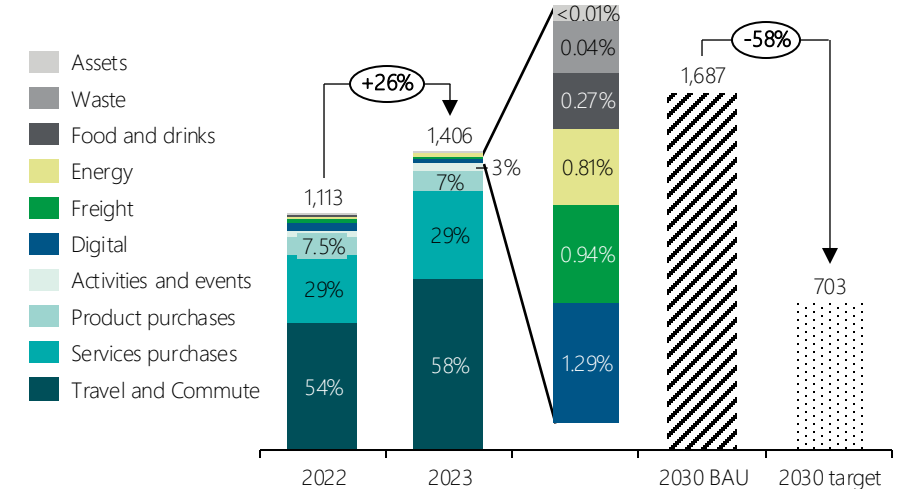
Organisation emissions by Scope



Source: WR, 2023 season, data provided Nov 2024.

Notes: WR's emissions mostly come from scope 3 emissions, specifically in travel, employee commuting and service purchasing. WR noted that it may be more appropriate to have a quadrennium as a baseline and commit to reductions considering the number of events.

Scope 3 emissions by categories (tCO2e)



Priority areas

CAP priority area #1
Empower staff and officials to sustainably travel for business

CAP priority area #2
Develop a sustainable supplier engagement and procurement program

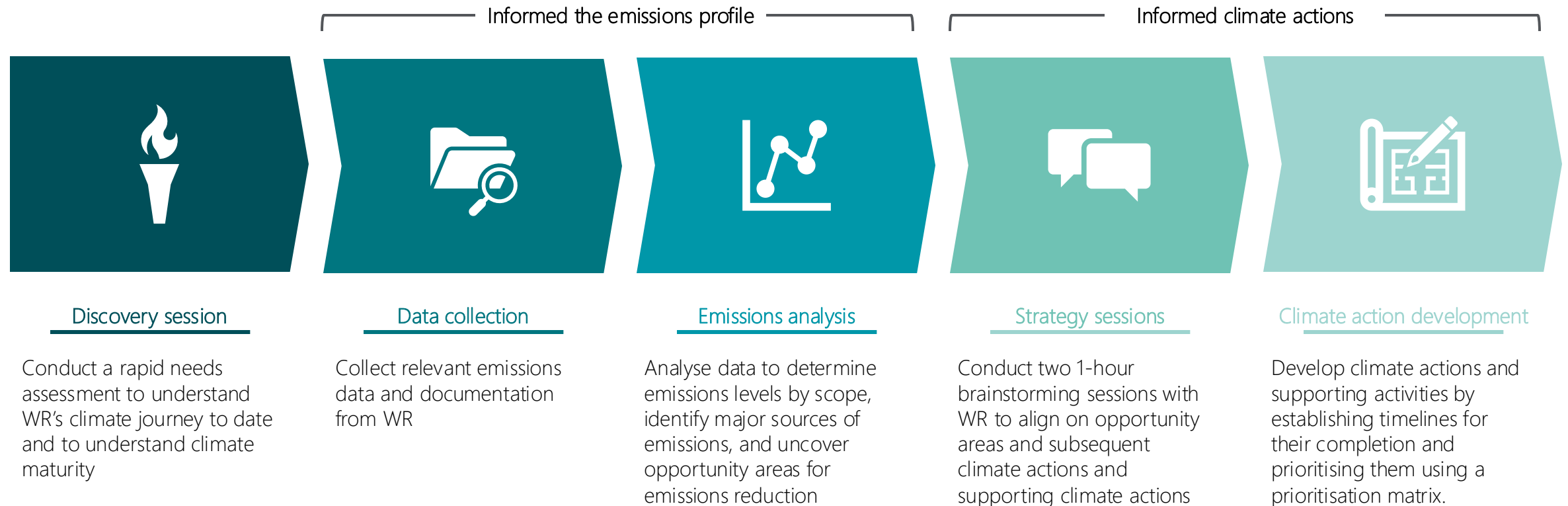
CAP priority area #3
Enhance data quality and governance

CAP priority area #4
Investigate carbon insetting opportunities

CAP priority area #5
Assess, engage, test and implement a new sustainability model for WR Event OCs

Methodology

The Climate Action Plan was developed in collaboration with WR, where a review of external and internal documentation lead to the identification of five priority areas and the recommendation of 14 climate actions








Climate priority areas

Over the next four years (2025 – 2028 Olympic cycle), WR will consider prioritising sustainable business travel, procurement, data quality and governance, carbon in-setting and a new sustainability model to reduce their carbon abatement in collaboration with OCs

Description

The following priority areas have been assessed using a comprehensive set of factors (refer to page 16). Feasibility for implementation and potential for carbon abatement are critical guiding considerations for WR.

| # | Priority areas | Feasibility | Abatement potential |
|---|--|---|---------------------|
| 1 | Empower staff and officials to sustainably travel for business: Business travel is the highest priority because it has the highest emission percentage among WR's organisational emissions at 58%, making it the most critical target for emission reductions. This area requires changes in policy, procedures, and employee behaviour, which makes it highly feasible for WR to deliver. |  | ●●● |
| 2 | Develop a sustainable supplier engagement and procurement programme: Purchased goods and services* is the second-largest contributor to organisational emissions after travel at 36%, presenting a key area for abatement in the next four years. This area has low to medium feasibility due to the time and resources required to implement. However, once the process is initiated, future supplier engagements could be improved and streamlined for success and efficiency. |  | ●●○ |
| 3 | Enhance data quality and governance: While not a direct carbon abatement activity, enhancing data quality and governance plays a crucial role in supporting carbon abatement efforts. This involves providing insights, monitoring, and effective management of emissions data. Currently, WR is focused on assisting OCs in collecting event emission data to improve the accuracy of their reporting. This initiative is considered to have medium feasibility due to the rigorous processes required for data collection, ensuring accuracy, and ongoing monitoring over time. |  | Undefined |
| 4 | Investigate carbon insetting opportunities: WR recognises the need to expand on its current nature and carbon abatement initiatives. This fourth priority area focuses on exploring and identifying in-setting options. This area will require 1-2 years (refer to pages 24 and 25 for more information). |  | ●●○ |
| 5 | Assess, engage, test and implement a new sustainability model for WR Event OCs: In preparation for WR's collaboration model with event organisers, this priority area informs the steps to identify sustainability opportunities at specific events, benchmark best practices amongst the rowing community, refine the event checklist, and establish consistent engagement methods to deliver sustainability initiatives at events** |  | Undefined |

Notes:

*Purchased goods and services emissions refer to the emission categories 'Product purchases' and 'Services purchases' in Greenly

**The events are delivered by the OCs and accordingly the GHG emissions (for events) need to be measured by each OC. WR can consider tools to help OCs measure the Event footprint

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Governance

Roles and responsibilities

For the climate actions on pages 20-28, WR have designated specific business unit teams to lead the implementation of the supporting activities, establishing accountability for the delivery of climate actions

Develop a sustainable supplier engagement and procurement programme

Integrating sustainability credentials into supplier-selection criteria and prioritising sustainable supplier partnerships can shift organisational behaviours to sustainable practices, and reduce purchased goods and services emissions

| Climate actions | Supporting activities | Time horizon | Responsible business unit | Benefits beyond carbon abatement |
|--|---|--------------|-----------------------------|--|
| 2.1 Prioritise suppliers with strong environmental credentials (e.g. EU Ecolabel, green electricity certificates, SBTi targets, climate action plans) | 2.1.1 Identify reputable environmental certifications and standards, such as EU Ecolabel, green electricity certificates, Science-Based Targets initiative (SBTi), and comprehensive climate action plans | 6-12 months | Dev&Sust | <ul style="list-style-type: none"> Strengthened supplier relationships: Builds long-term partnerships with suppliers who share the same sustainability values and goals Enhanced credibility and trust: Builds credibility with stakeholders, organisation values and prioritises sustainable practices Innovation and Improvement: Fosters continuous improvement and innovation in supply chain practices as suppliers strive to meet sustainable procurement standards |
| | 2.1.2 Inform existing suppliers about your new prioritisation criteria and the importance of strong environmental credentials | 1-2 years | Corporate Services | |
| | 2.1.3 Explore a digital supplier portal to manage supplier credentials and sustainability performance to better track procurement emissions | 2-3 years | Corporate Services | |
| 2.2 Refine the Planning section of the event checklist to include a supplier section focused on building long-term relationships with suppliers that provide sustainable manufactured goods and services | 2.2.1 Integrate key principles and standards for sustainable procurement for manufactured goods into the existing checklist and relevant procurement policies and procedures | 1-2 years | Corporate Services | |
| | 2.2.2 Establish and continuously refine sustainability guidelines and expectations for sustainable procurement practices in supplier documentation (e.g., event checklist) | 1-2 years | Corporate Services Dev&Sust | |
| | 2.2.3 Create a clause in the procurement contract, requiring the provision of emission intensity of purchased good/service from suppliers | 2-3 years | Corporate Services | |
| | 2.2.4 Develop programmes to recognise and reward suppliers that demonstrate outstanding sustainable procurement practices. | 2-3 years | Corporate Services Dev&Sust | |

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Steps to take when assigning roles and responsibility

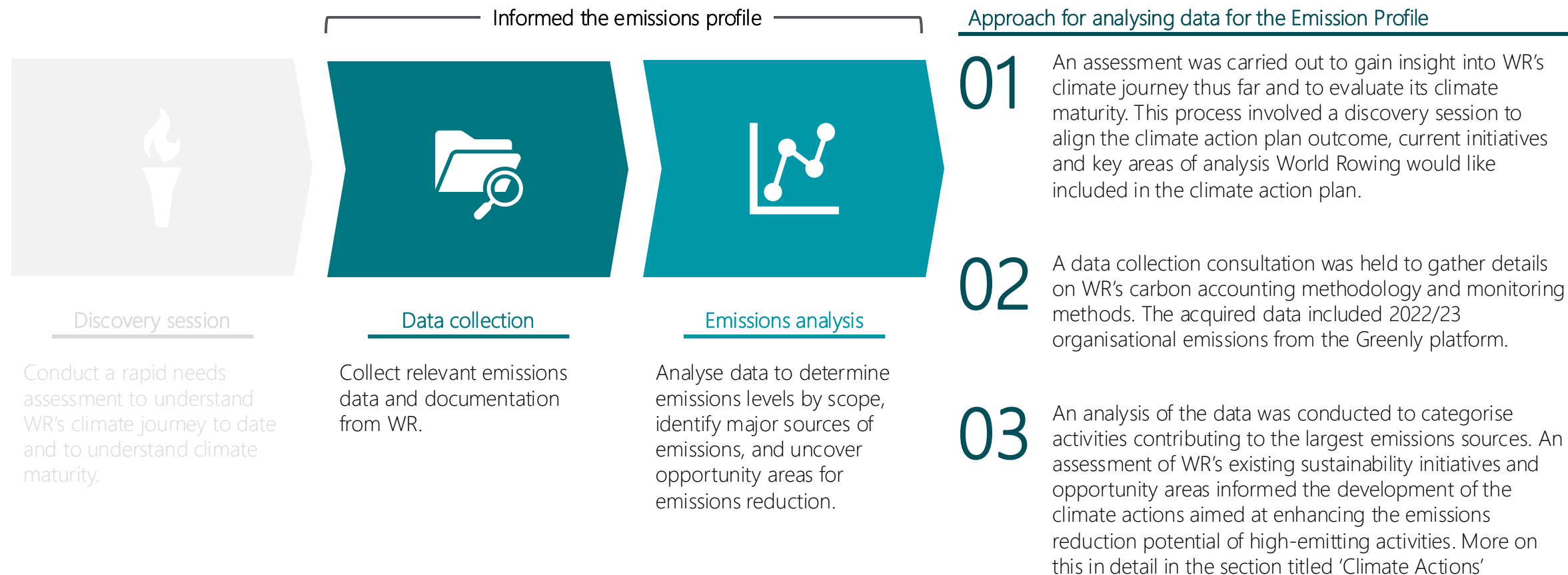
- 01 Identify the targets and KPIs necessary for monitoring and managing climate actions.
- 02 Determine the resources required to deliver the supporting actions (e.g., software, surveys, regular cadences, people).
- 03 Assess other WR teams or community members (e.g., organising committees) who can potentially support the climate actions.
- 04 Establish governance structures (e.g., regular meetings with the team responsible for the climate action) and assign specific owners (individuals and teams) for detailed action delivery.



Emission profile

Approach to analysing the emissions profile

A review of WR's emission data was conducted to analyse Scope 1, 2, and 3 categories, to identify significant contributors and informed targeted climate actions for carbon abatement



Discovery session

Conduct a rapid needs assessment to understand WR's climate journey to date and to understand climate maturity.

Data collection

Collect relevant emissions data and documentation from WR.

Emissions analysis

Analyse data to determine emissions levels by scope, identify major sources of emissions, and uncover opportunity areas for emissions reduction.

Note: See the 5-stage methodology summary on page 5.

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Overview of emissions profile

To achieve emissions reductions, World Rowing will need to focus efforts on both travel and procurement. To meet 2030 targets, Collaboration with the broader supply chain and event organisers will be essential.

Key findings identified from the analysis of World Rowing data



1,406 tCO2e was emitted in the calendar year 2023, averaging 66.9 tCO2e per employee & staff

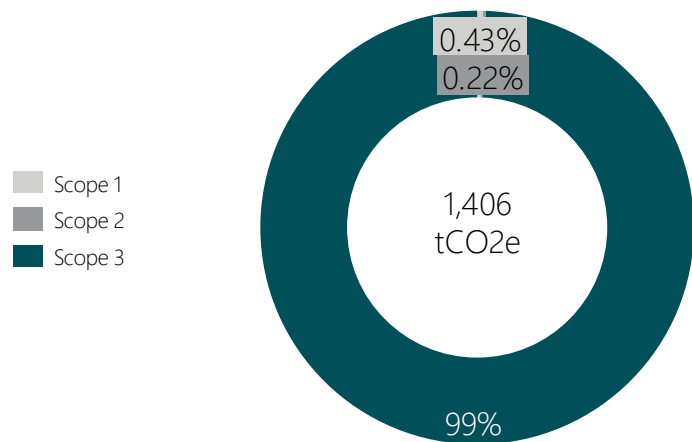


96% of organisational emissions (2022) are sourced from business travel and purchases goods and services (G/S)

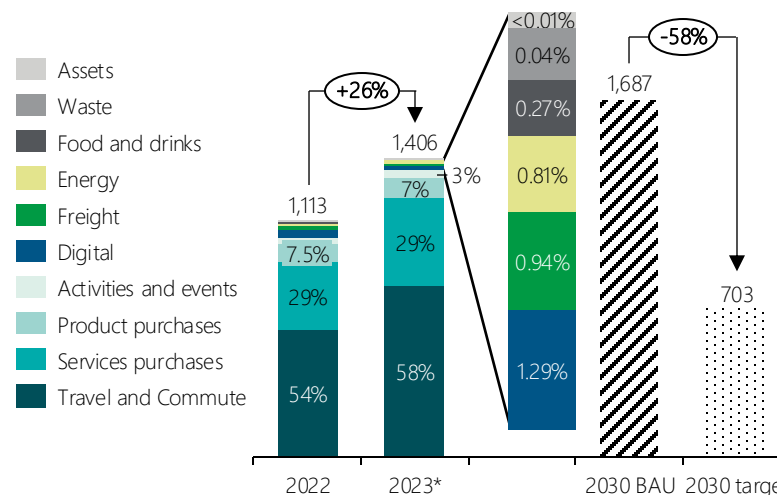


WR GHG emissions report includes a confidence score of 100% as it included a combination of spend data and the WR travel calculator

Organisation emissions by scope



Scope 3 emissions by categories

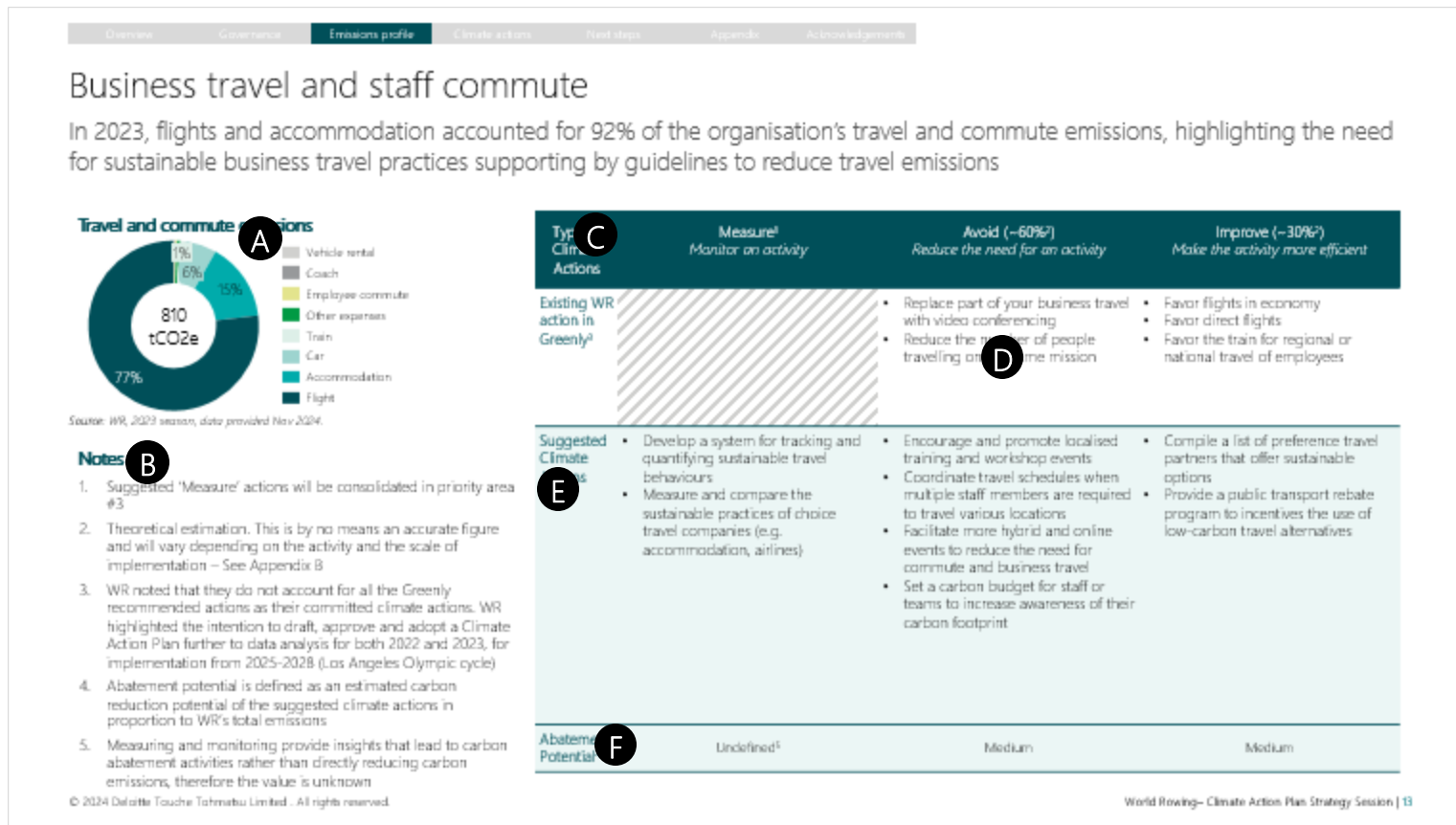


| Scope | Category |
|---|--|
| Scope 1 <i>Direct emissions from owned or controlled sources</i> | <ul style="list-style-type: none"> Natural Gas Purchased fuel for transport |
| Scope 2 <i>Emissions from the generation of purchased energy</i> | <ul style="list-style-type: none"> Energy consumption |
| Scope 3 <i>Indirect emissions that occur in the value chain, both upstream and downstream</i> | <ul style="list-style-type: none"> Travel and commute Services purchases Product purchases Activities and events Digital Freight Energy Food and drinks Waste Assets |
| Scope 3 – Event emissions <i>Indirect emissions that occur from events organised under WR</i> | <i>Not currently accounted for</i> |

Source: WR, 2023 season, data provided Nov 2024.

How to read the dashboard

Pages 13 and 14 provides an analysis of current emissions data, review existing climate actions, and suggest preliminary climate actions before a deep-dive into supporting actions in the subsequent section



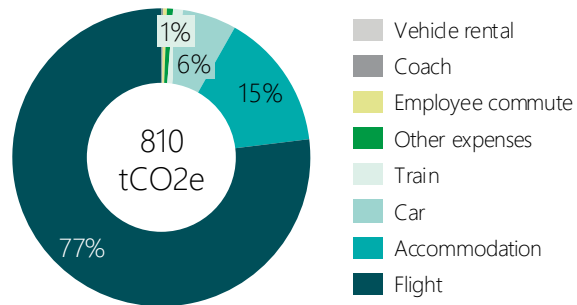
Description

- A** Emission breakdown of the scope
- B** Relevant notes relating to the table to provide context and additional information
- C** Mitigation hierarchy of climate actions (see Appendix B for more details)
- D** Existing climate actions on the Greenly platform
- E** Initial suggested climate actions identified prior to strategic discussions between Deloitte and WR
- F** Abatement potential from delivering the climate action relative to the organisational emissions profile

Business travel and staff commute

In 2023, flights and accommodation accounted for 92% of the organisation's travel and commute emissions, highlighting the need for sustainable business travel practices supporting by guidelines to reduce travel emissions

Travel and commute emissions



Source: WR, 2023 season, data provided Nov 2024.

Notes

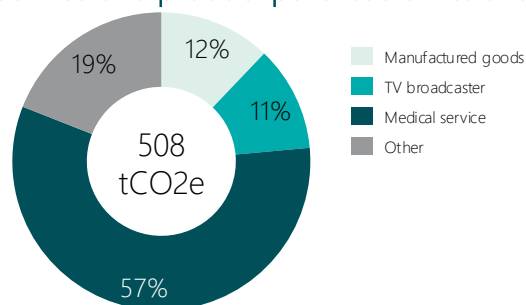
1. Suggested 'Measure' actions will be consolidated in priority area #3
2. Theoretical estimation. This is by no means an accurate figure and will vary depending on the activity and the scale of implementation – See Appendix B
3. WR noted that they do not account for all the Greenly recommended actions as their committed climate actions. WR highlighted the intention to draft, approve and adopt a Climate Action Plan further to data analysis for both 2022 and 2023, for implementation from 2025-2028 (Los Angeles Olympic cycle)
4. Abatement potential is defined as an estimated carbon reduction potential of the suggested climate actions in proportion to WR's total emissions
5. Measuring and monitoring provide insights that lead to carbon abatement activities rather than directly reducing carbon emissions, therefore the value is unknown

| Type of Climate Actions | Measure ¹ <i>Monitor an activity</i> | Avoid (~60% ²) <i>Reduce the need for an activity</i> | Improve (~30% ²) <i>Make the activity more efficient</i> |
|--|--|---|--|
| Existing WR action in Greenly ³ | | <ul style="list-style-type: none"> • Replace part of your business travel with video conferencing • Reduce the number of people travelling on the same mission | <ul style="list-style-type: none"> • Favor flights in economy • Favor direct flights • Favor the train for regional or national travel of employees |
| Suggested Climate Actions | <ul style="list-style-type: none"> • Develop a system for tracking and quantifying sustainable travel behaviours • Measure and compare the sustainable practices of choice travel companies (e.g. accommodation, airlines) | <ul style="list-style-type: none"> • Encourage and promote localised training and workshop events • Coordinate travel schedules when multiple staff members are required to travel various locations • Facilitate more hybrid and online events to reduce the need for commute and business travel • Set a carbon budget for staff or teams to increase awareness of their carbon footprint | <ul style="list-style-type: none"> • Compile a list of preference travel partners that offer sustainable options • Provide a public transport rebate program to incentives the use of low-carbon travel alternatives |
| Abatement Potential ⁴ | Undefined ⁵ | Medium | Medium |

Purchased goods and services

Supplier emissions and procurement from purchasing goods & services contributed to 6 of the top 10 emission categories, indicating an opportunity to implement green procurement procedures

Service and product purchase emissions



Source: WR, 2023 season, data as of Nov 2024.

Note: 'Other'- summation of 'service and produce purchases' categories less than 10%.

Notes

1. Suggested 'Measure' actions will be consolidated in priority area #3
2. Theoretical estimation. This is by no means an accurate figure and will vary depending on the activity and the scale of implementation – See Appendix B
3. WR noted that they do not account for all the Greenly recommended actions as their committed climate actions. WR highlighted the intention to draft, approve and adopt a Climate Action Plan further to data analysis for both 2022 and 2023, for implementation from 2025-2028 (Los Angeles Olympic cycle)
4. Abatement potential is defined as an estimated carbon reduction potential of the suggested climate actions in proportion to WR's total emissions
5. Measuring and monitoring provide insights that lead to carbon abatement activities rather than directly reducing carbon emissions, therefore the value is unknown

| Type of Climate Actions | Measure ¹ <i>Monitor an activity</i> | Avoid (~60% ²) <i>Reduce the need for an activity</i> | Improve (~30% ²) <i>Make the activity more efficient</i> | Shift (Up to ~100% ²) <i>Change to renewable or low-carbon energy</i> |
|--|---|--|---|--|
| Existing WR action in Greenly³ | <ul style="list-style-type: none"> Use supplier-specific emission factors to increase scope 3 emissions estimations | <ul style="list-style-type: none"> Optimise use of materials & reduce offcuts Make employees aware of the impact of over-consumption of clothing Encourage the reuse of parts when repairing machines Buy recycled materials Set up a system for recovering and reusing used work equipment | <ul style="list-style-type: none"> Implement carbon impact conditions in your product purchase policy Take emissions into account when building your marketing mix Choose packaging made from recycled raw materials | |
| Suggested Climate Actions | <ul style="list-style-type: none"> Create a database of sustainably-certified suppliers Calculate emission intensity of suppliers Audit suppliers to identify those meeting criteria and highlight gaps Engage suppliers to set targets and increase climate ambition | <ul style="list-style-type: none"> Assess if all current suppliers are essential for operations Identify opportunities for bulk purchases to consolidate transportation | <ul style="list-style-type: none"> Choose logistics companies using electric or low-carbon vehicles powered by renewable energy | <ul style="list-style-type: none"> Opt for local suppliers to minimise transportation emissions |
| Abatement Potential⁴ | Undefined ⁵ | High | High | High |



Climate actions

Priority areas and climate action overview

Five priority areas have been identified, along with 14 climate actions, to address business travel, procurement, data quality and governance, carbon in-setting, and the development of a model for delivering sustainability-driven events with OCs

CAP priority area #1

Empower staff and officials to sustainably travel for business

- 1.1 Implement a travel management system that prioritises sustainability, providing detailed eco-friendly travel itineraries
- 1.2 Create a centralised Officials system where location data is used to minimise air travel

CAP priority area #2

Develop a sustainable supplier engagement and procurement programme

- 2.1 Prioritise suppliers with strong environmental credentials (e.g., EU Ecolabel, green electricity certificates, SBTi targets, climate action plans)
- 2.2 Promote relationships with suppliers that practice sustainable procurement of manufactured goods

CAP priority area #3

Enhance data quality and governance

- 3.1 Enhance data processes in collaboration with leading IFs to develop emission calculation best-practices
- 3.2 Increase visibility of data and celebrate wins by establishing an annual sustainability and data governance report to increase sustainability and climate awareness in the rowing community
- 3.3 Collaborate with suppliers on data quality improvement initiatives [Refer to Appendix C for more details]

CAP priority area #4

Investigate carbon insetting opportunities

- H** 4.1 Define an insetting strategy towards net zero in 2040 (including budget, resourcing and timelines)
- 4.2 Partner with other sports federations to explore strategic inset initiatives
- 4.3 Stay updated on advances in carbon inset projects

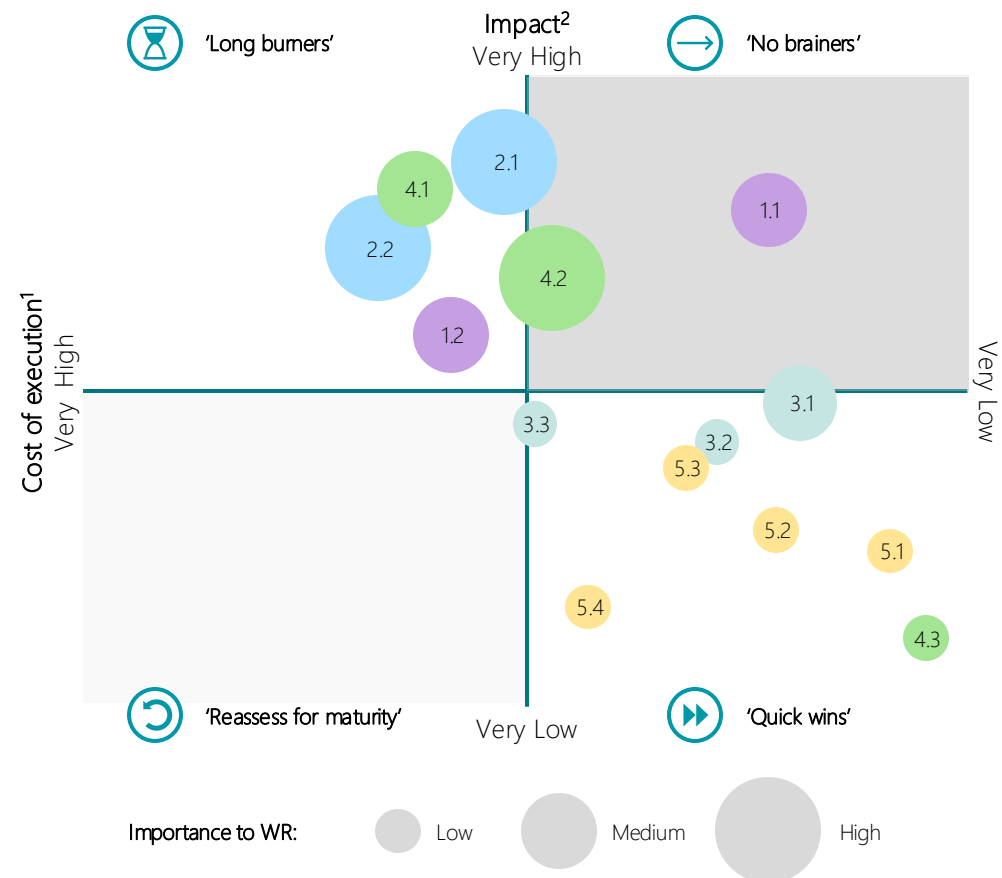
CAP priority area #5

Assess, engage, test and implement a new sustainability model for WR Event OCs

- 5.1 Conduct a Sustainability Assessment to understand the opportunities and goals of the OCs (e.g., spectator behaviours, energy efficiency)
- 5.2 Identify best practices and benchmarks for the identified opportunities to design and deliver sustainability initiatives
- 5.3 Continuously review the event checklist, adding common sustainability gaps identified overtime, to raise the baseline sustainability standards at events globally
- 5.4 Organising consistent communication methods and relations with OCs to monitor sustainability efforts

H Potentially high cost of implementation and requires further feasibility evaluation

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Note: ¹Defined by feasibility cost and/or implementation difficulty. ²Defined by potential abatement potential relative to WR's emission profile and opportunities to create broader value and meet stakeholder expectations

Approach to developing climate actions

Two strategy sessions were held between Deloitte and WR to shortlist the priority areas and develop climate actions for each of the areas



Approach for developing the climate actions

- 01 The emission profile findings informed the first strategy session, which identified key abatement areas.
- 02 The second strategy session involved a deep dive into the agreed priority areas, where climate actions and supporting activities were presented to WR and discussed to shortlist the most impactful and feasible options in accordance with the GHG mitigation hierarchy [see Appendix B].
- 03 Based on the outputs from the strategy sessions, strategic climate priority areas were finalised and plotted on a prioritisation matrix.

Note: Full methodology summary on page 5.

How to read each climate action

Pages 20-28 outline climate actions, supporting actions, a time horizon, and a priority matrix for implementation

Overview Governance Emissions profile **Climate actions** Next steps Appendix Acknowledgements

Empower staff and officials to sustainably travel for business (2/2)

Enhancing sustainable travel planning procedures, promoting eco-friendly accommodation, and encouraging a decentralised system for officials can reduce flight travel activity and distances, thus minimising travel emissions

| Climate actions | Supporting activities | Time horizon | Responsible business unit | Benefits beyond carbon abatement |
|---|--|--------------------------------|-----------------------------|---|
| A 1.2 Create a decentralised officials system where officials are selected based on geographic location to minimise air travel | B 1.2.1 Gather data on the geographical location of registered officials alongside qualifications and event participation history to inform the selection process | C Existing 12 months | D Corporate Services | E <ul style="list-style-type: none"> Cost saving: Reduce travel expenses due to shorter distances traveled Diversity and inclusion: Encourages a more diverse pool of officials worldwide Enhance local expertise: Develops local talent to increase the availability of officials |
| | 1.2.2 Co-pilot with event organisers to deliver a decentralised official system at select events throughout the calendar season | 1-2 years | Events | |
| | 1.2.3 Monitor the newly implemented system, not necessarily monitor and record changes and abatement potential that could be achieved | 1-2 years | Corporate Services | |

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Climate Action 1.1 is covered on the previous page.
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Description

- A** The description of the climate action
- B** Supporting actions that provide practical steps and details for implementing the climate action
- C** An indicative time of implementation, labelled 6-12 months, 1-2 years, 2-3 years or 3+ years
- D** A placeholder for owners of the supporting activity to be arranged by WR
- E** Description of the climate action benefits beyond potential carbon abatement
- F** Priority matrix to visualise the estimated feasibility and impact of the climate action

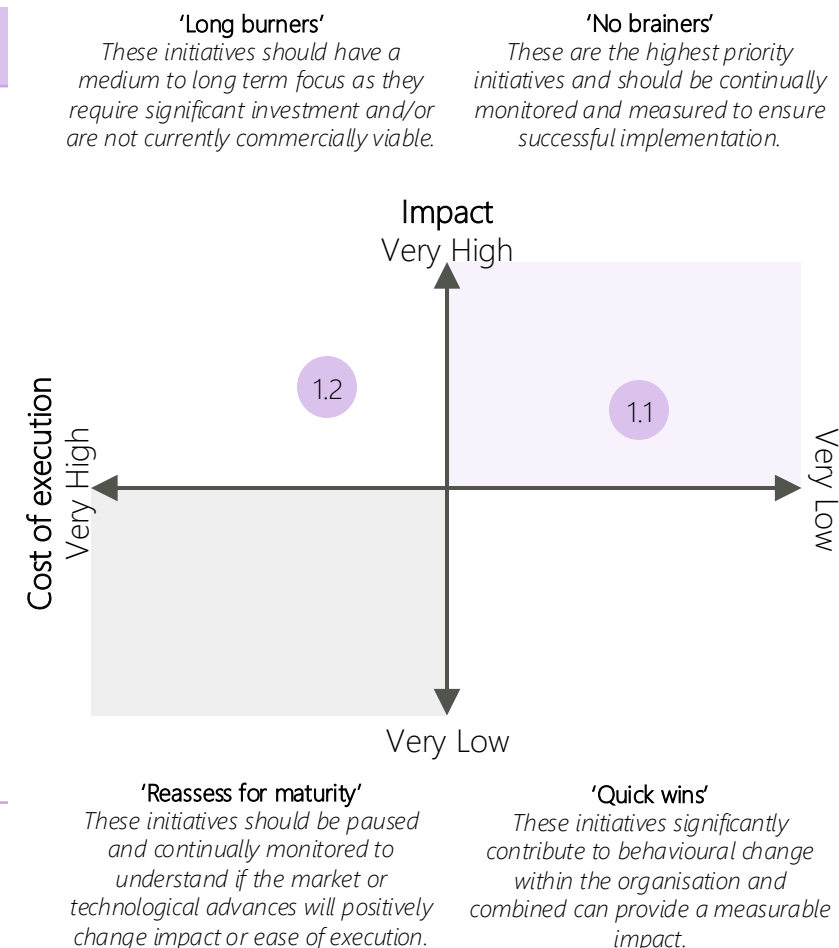
A black and white photograph showing a rowing team in a boat. The focus is on the oars and the rowers' hands as they pull. The background is slightly blurred, showing the water and the boat's structure. The text "Climate action deep dive" is overlaid in white on the left side of the image.

Climate action deep dive

Empower staff and officials to sustainably travel for business (1/2)

Enhancing sustainable travel planning procedures, promoting eco-friendly accommodation, and encouraging a decentralised system for officials can reduce flight travel activity and distances, thus minimising travel emissions

| Climate actions | Supporting activities | Time horizon | Responsible business unit | Benefits beyond carbon abatement |
|---|---|--------------|------------------------------|---|
| 1.1 Implement a travel management procedure that prioritises sustainability, providing detailed eco-friendly travel itineraries | 1.1.1 Create a travel management procedure to guide employees to select the most sustainable travel options | 1-2 years | Corporate Serv | <ul style="list-style-type: none"> Conscious of carbon footprint: By tracking activities, staff will become more conscious of their environmental impact Data collection and analysis: Enables the collection of valuable data on travel patterns and preferences to improve sustainable travel initiatives Increased adoption of sustainable practices: Incentivises staff to choose sustainable travel options by offering financial rewards or discounts |
| | 1.1.2 Devise a carbon budget for various staff or teams to provide insight into travel activities and travel reduction opportunities | 3-4 years | Corporate Serv | |
| | 1.1.3 Evaluate supporting partnerships and potential travel agencies to help accelerate the identification of sustainable travel options | 1-2 years | Corporate Serv | |
| | 1.1.4 Integrate the procedure with existing travel policies and using organisation wide communications to promote the new system | 1-2 years | Corporate Serv | |
| | 1.1.5 Provide sustainability training for staff on methods to be more sustainable, including how to optimise use of sustainable travel management systems | 1-2 years | Corporate Serv Dev & Sust | |

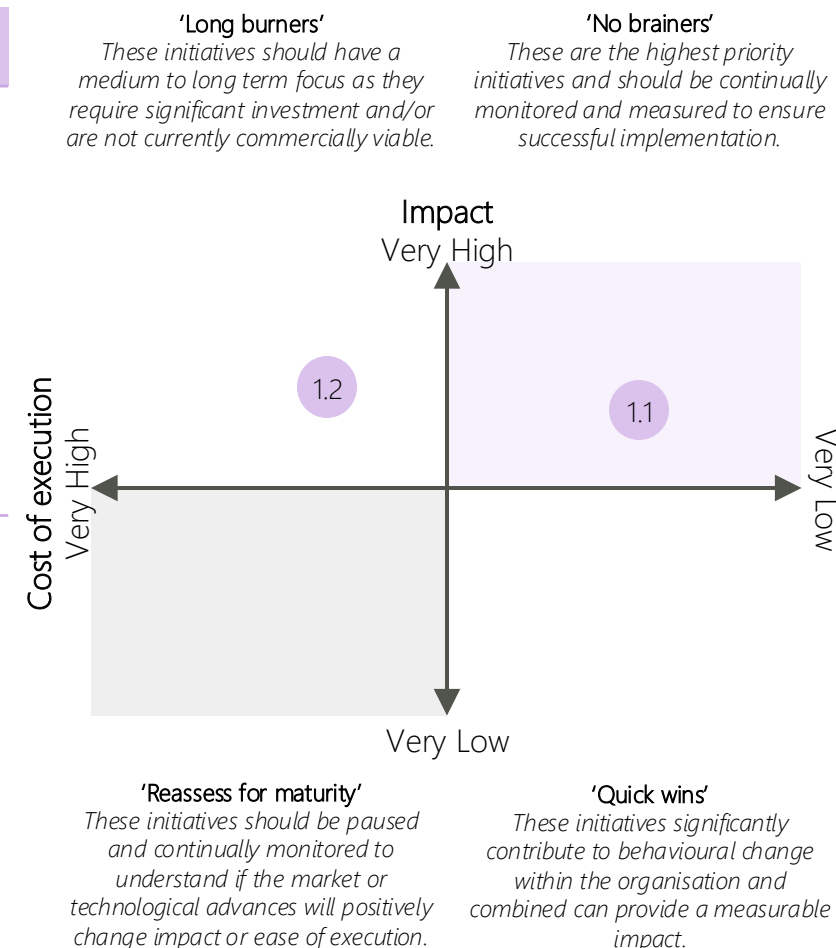


Climate Action 1.2 and 1.3 are covered on the following page.

Empower staff and officials to sustainably travel for business (2/2)

Enhancing sustainable travel planning procedures, promoting eco-friendly accommodation, and encouraging a decentralised system for officials can reduce flight travel activity and distances, thus minimising travel emissions

| Climate actions | Supporting activities | Time horizon | Responsible business unit | Benefits beyond carbon abatement |
|--|---|-----------------------|---------------------------|---|
| 1.2 Create a decentralised officials system where officials are selected based on geographic location to minimise air travel | 1.2.1 Gather data on the geographical location of registered officials alongside qualifications and event participation history to inform the selection process | Existing 12 months | Corporate Services | <ul style="list-style-type: none"> Cost saving: Reduced travel expenses due to shorter distances travelled |
| | 1.2.2 Co-pilot with event organisers to deliver a decentralised official system at select events throughout the calendar season | 1-2 years | Events | <ul style="list-style-type: none"> Diversity and inclusion: Encourages a more diverse pool of officials worldwide |
| | 1.2.3 Monitor the newly implemented system, not necessarily monitor and record changes and abatement potential that could be achieved | 1-2 years | Corporate Services | <ul style="list-style-type: none"> Enhance local expertise: Develops local talent to increase the availability of officials |

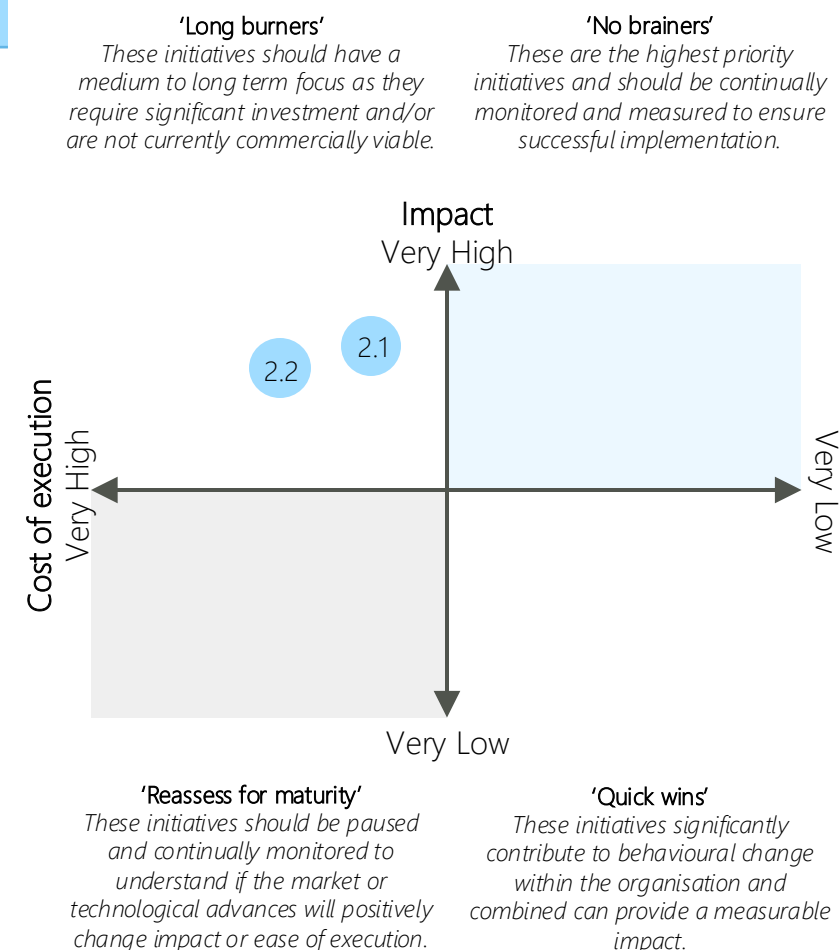


Climate Action 1.1 is covered on the previous page.

Develop a sustainable supplier engagement and procurement programme

Integrating sustainability credentials into supplier-selection criterias and prioritising sustainable supplier partnerships can shift organisational behaviours to sustainable practices, and reduce purchased goods and services emissions

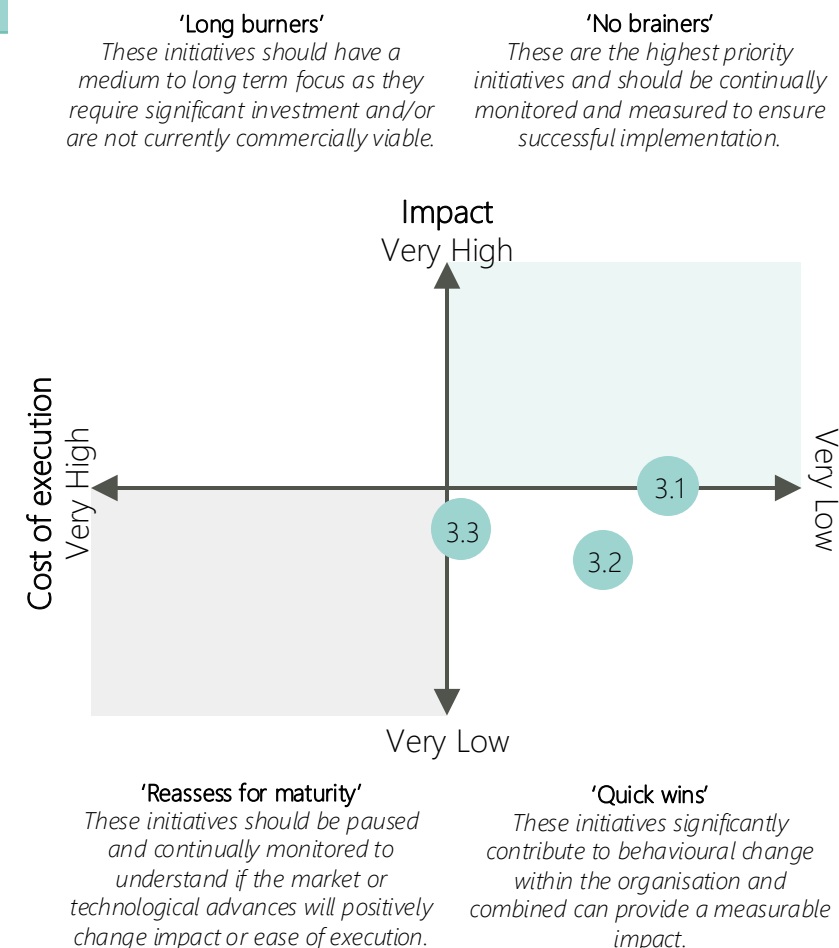
| Climate actions | Supporting activities | Time horizon | Responsible business unit | Benefits beyond carbon abatement |
|--|---|--------------|--------------------------------|---|
| 2.1 Prioritise suppliers with strong environmental credentials (e.g., EU Ecolabel, green electricity certificates, SBTi targets, climate action plans) | 2.1.1 Identify reputable environmental certifications and standards, such as EU Ecolabel, green electricity certificates, Science-Based Targets initiative (SBTi), and comprehensive climate action plans | 6-12 months | Dev&Sust | <ul style="list-style-type: none"> Strengthened supplier relationships: Builds long-term partnerships with suppliers who share the same sustainability values and goals Enhanced credibility and trust: Builds credibility with stakeholders, organisation values and prioritises sustainable practices Innovation and Improvement: Fosters continuous improvement and innovation in supply chain practices as suppliers strive to meet sustainable procurement standards |
| | 2.1.2 Inform existing suppliers about your new prioritisation criteria and the importance of strong environmental credentials | 1-2 years | Corporate Services | |
| | 2.1.3 Explore a digital supplier portal to manage supplier credentials and sustainability performance to better track procurement emissions | 2-3 years | Corporate Services | |
| 2.2 Refine the Planning section of the event checklist to include a supplier section focused on building long-term relationships with suppliers that provide sustainable manufactured goods and services | 2.2.1 Integrate key principles and standards for sustainable procurement for manufactured goods into the existing checklist and relevant procurement policies and procedures | 1-2 years | Corporate Services | |
| | 2.2.2 Establish and continuously refine sustainability guidelines and expectations for sustainable procurement practices in supplier documentation (e.g., event checklist) | 1-2 years | Corporate Services Dev&Sust | |
| | 2.2.3 Create a clauses in the procurement contract, requiring the provision of emission intensity of purchased good/service from suppliers | 2-3 years | Corporate Services | |
| | 2.2.4 Develop programmes to recognise and reward suppliers that demonstrate outstanding sustainable procurement practices. | 2-3 years | Corporate Services Dev&Sust | |



Enhance data quality and governance (1/2)

Collaborating with leading IFs and suppliers to improve data quality will enable insight-driven decisions, better monitoring of WR's emissions, and enhance climate awareness and communication within the rowing community

| Climate actions | Supporting activities | Time horizon | Responsible business unit | Benefits beyond carbon abatement |
|--|--|--------------|--------------------------------|---|
| 3.1 Enhance data processes in collaboration with leading IFs to develop emission calculation best-practices* | 3.1.1 Collaborate with the IOC and/or an organisation in uplifting data collection processes for emissions profiling at the organisational and event level | 1-2 years | Corporate Services Dev&Sust | <ul style="list-style-type: none"> Consistency and accuracy in reporting: Standardises emission calculation practices, leading to consistent and comparable data Enhanced decision-making: Provides accurate data that supports better-informed sustainability decisions Stakeholder engagement and recognition: Engages stakeholders by showcasing the organization's sustainability commitments |
| | 3.1.2 Identify gaps and areas of improvement in existing data processes | 1-2 years | Corporate Services | |
| | 3.1.3 Create a methodology for the calculation of events emissions | 1-2 years | Corporate Services Dev&Sust | |
| | 3.1.4 Create a policy for event organisers when providing emissions data to an IF | 2-3 years | Events Dev&Sust | |
| | 3.1.5 Train relevant staff and event organisers in new data processes and procedures | 2-3 years | Corporate Services Dev&Sust | |
| 3.2 Increase visibility of data and celebrate wins by establishing an annual sustainability and data governance report to increase sustainability and climate awareness in the rowing community* | 3.2.1 Consider the required budget, resources and buy-in from senior stakeholders to kick-off the initiative | 1-2 years | Corporate Services Dev&Sust | |
| | 3.2.2 Compile and analyse data on sustainability and data governance performance | 1-2 years | Corporate Services Dev&Sust | |
| | 3.2.3 Develop a standardised report format | 1-2 years | Dev&Sust | |
| | 3.2.4 Identify key achievements and areas of improvement | 1-2 years | Dev&Sust | |
| | 3.2.5 Share the report publicly through various channels (website, social media, newsletters) | Ongoing | Dev&Sust | |



Note: *this climate action is reliant on an external service provider for support and may require external funding.

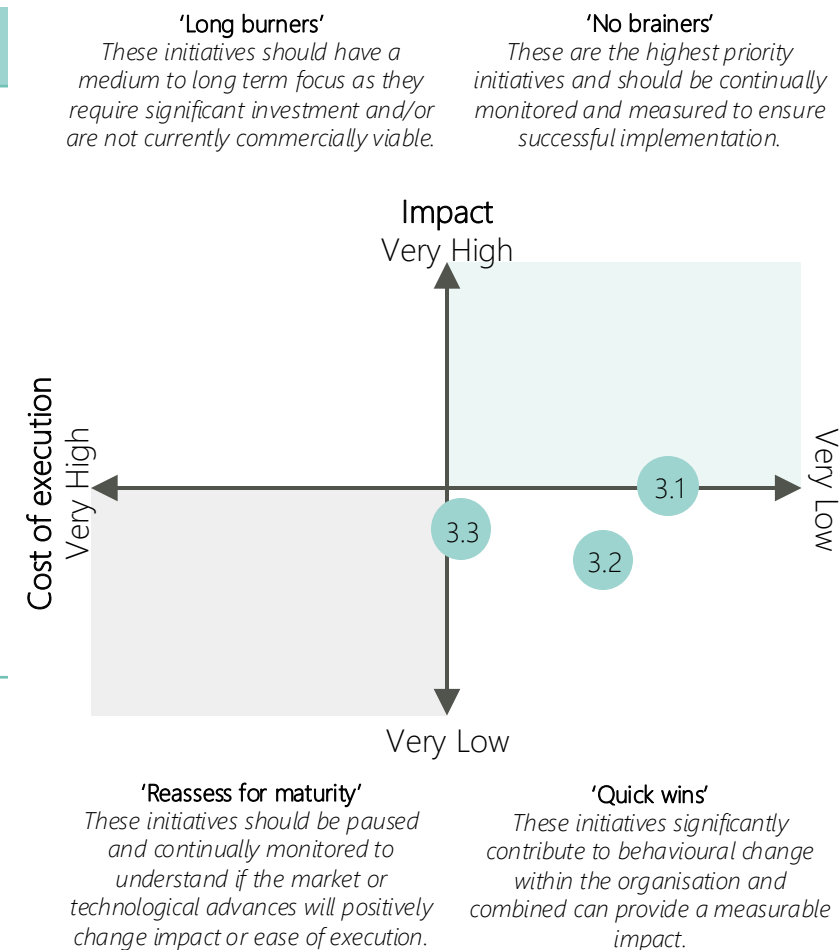
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Climate Action 3.3 is covered on the following page.

Enhance data quality and governance (2/2)

Collaborating with leading IFs and suppliers to improve data quality will enable insights-driven decisions, better monitoring of WR's emissions, and enhance climate awareness and communication within the rowing community

| Climate actions | Supporting activities | Time horizon | Responsible business unit | Benefits beyond carbon abatement |
|---|--|--------------|-----------------------------|---|
| 3.3 Collaborate with suppliers on data quality improvement initiatives [Refer to Appendix C for more details] | 3.3.1 Engage with new and existing suppliers to collect additional datapoints that can improve insights and carbon footprint estimations | 1-2 years | Corporate Services Dev&Sust | <ul style="list-style-type: none"> Enhanced collaboration: Fosters collaboration and knowledge sharing among rowing associations |
| | 3.3.2 Create a methodology to discuss data collection methods and data requests when engaging with new and existing suppliers | 1-2 years | Corporate Services Dev&Sust | <ul style="list-style-type: none"> Broader insights and resource efficiency: Provides broader insights and benchmarks for sustainability efforts |
| | 3.3.3 Develop a joint data quality improvement plan to continuously improve data transparency between WR and the supplier | 2-3 years | Corporate Services Dev&Sust | <ul style="list-style-type: none"> Enhanced supply chain transparency: Increases transparency, allowing for better monitoring and management of impacts |
| | 3.3.4 Conduct regular sessions with suppliers to ensure best data practices are maintained | Ongoing | Corporate Services Dev&Sust | |

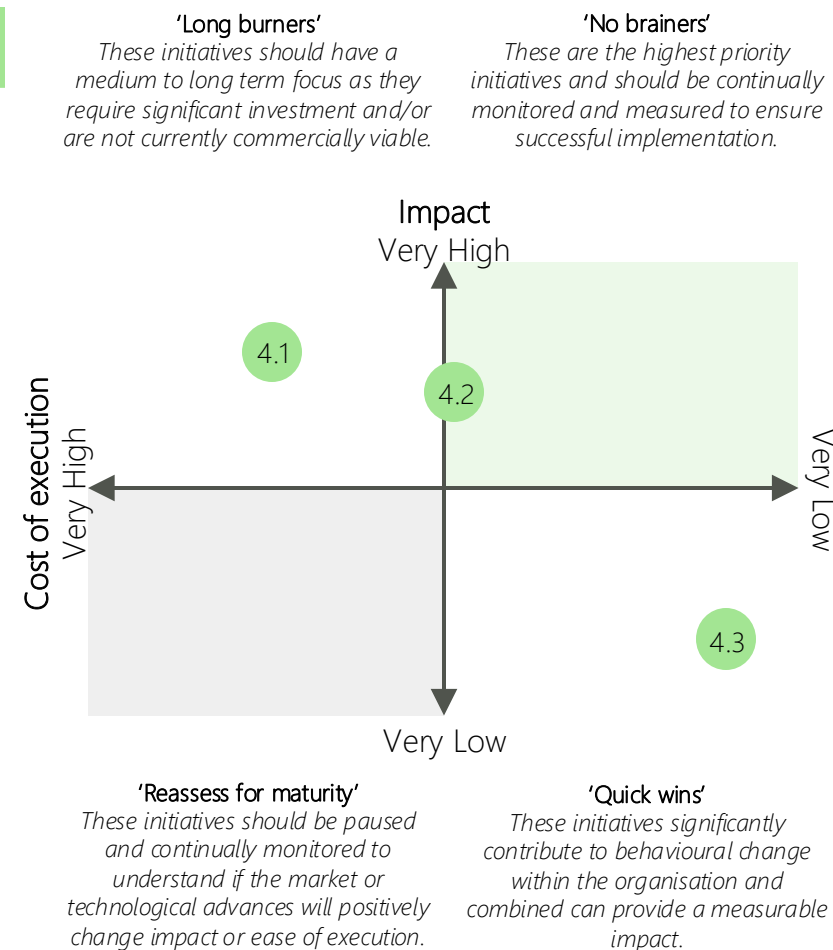


Climate Action 3.1 and 3.2 are covered on the previous page.

Investigate carbon insetting opportunities (1/2)

An insetting strategy could help WR promote long-term sport and sustainability awareness through regular identification of carbon abatement actions, collaborative efforts, and community engagement with the rowing community

| Climate actions | Supporting activities | Time horizon | Responsible business unit | Benefits beyond carbon abatement |
|--|--|--------------|---------------------------|--|
| <p>H 4.1 Define an insetting strategy towards net zero in 2040 (including budgeting, resourcing and establishing timelines)</p> | <p>4.1.1 Evaluate and consider participating in current/new insetting projects relevant for World Rowing and WWF within the Healthy Waters Alliance Project and for the context of rowing as a sport, including for instance:</p> <ul style="list-style-type: none"> • Regeneration of marine ecosystem projects • Seagrass restoration projects • Mangrove reforestation initiatives • Marine debris and plastic removal campaigns • Artificial reef creation to enhance biodiversity • Support sustainable rowing equipment practices and manufacturing, and • Reimbursement program to cover cost premiums of environmental alternatives | 6-12 months | Dev&Sust | <ul style="list-style-type: none"> • Strategic direction: Offers a well-defined action plan with specific targets, timelines, and responsibilities, ensuring organised and efficient implementation • Stakeholder management: Fosters collaboration and engagement with stakeholders, including local communities, environmental organisations, and other sports federations • Co-benefits: Recognises and evaluates additional environmental benefits, such as improved biodiversity and water conservation |
| | 4.1.2 Outline an action plan to guide insetting strategy, including organisational goals, specific targets, timelines, responsibilities | 6-12 months | Dev&Sust | |
| | 4.1.3 Analyse the financial cost of implementing the insetting strategy and budget for both short- and long-term investments | 1-2 years | Dev&Sust | |
| | 4.1.4 Assess the co-benefits beyond carbon and evaluate how the insetting project contributes to biodiversity and water conservation | 1-2 years | Dev&Sust | |
| | 4.1.5 Identify a partnership model to engage with organisations (e.g., Healthy Waters alliance with World Wildlife Fund) and other IFs to deliver inset opportunities | 1-2 years | Dev&Sust | |



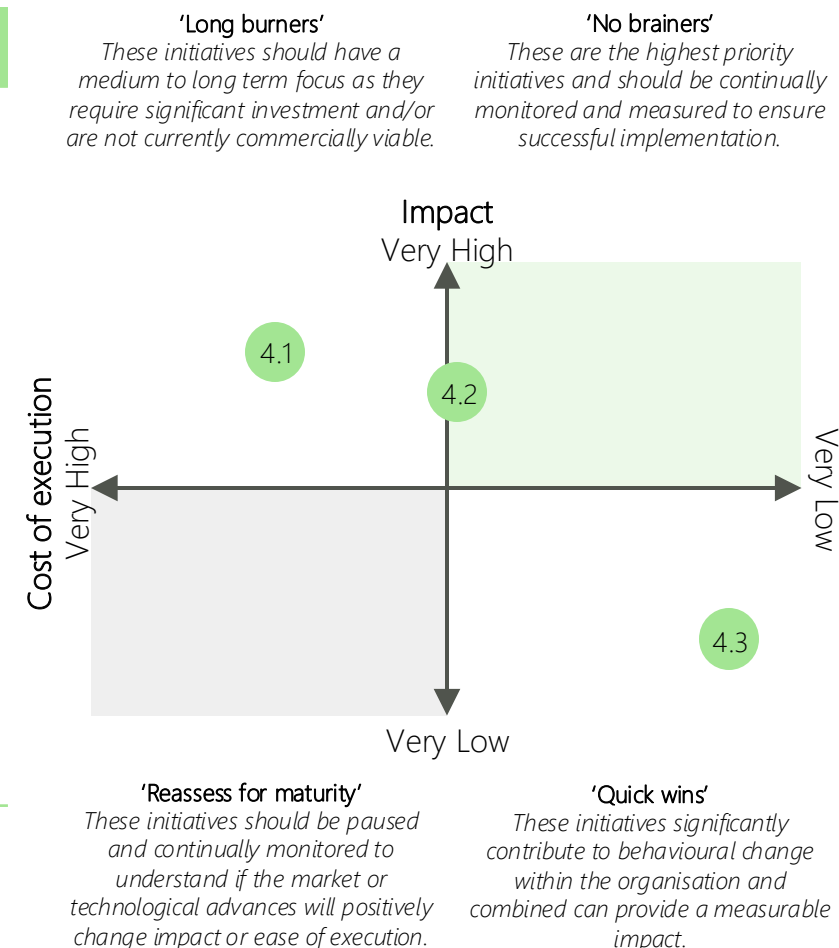
Climate Action 4.2 and 4.3 are covered on the following page.

H Potentially high cost of implementation and requires further feasibility evaluation
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Investigate carbon insetting opportunities (2/2)

An insetting strategy could help WR promote long-term sport sustainability and sustainability awareness through regular identification of carbon abatement actions, collaborative efforts, and community engagement with the rowing community

| Climate actions | Supporting activities | Time horizon | Responsible business unit | Benefits beyond carbon abatement |
|--|--|--------------|---------------------------|--|
| 4.2 Partner with other sports federations to explore strategic inset initiatives | 4.2.1 Initiate dialogue with other IFs, arrange meetings with sustainability leaders and discuss mutual interest in insetting projects | 1-2 years | Dev&Sust | <ul style="list-style-type: none"> Strategic direction: Offers a well-defined action plan with specific targets, timelines, and responsibilities, ensuring organised and efficient implementation Stakeholder management: Fosters collaboration and engagement with stakeholders, including local communities, environmental organisations, and other sports federations |
| | 4.2.2 Align with IF sustainability members to define a shared vision and objectives | 1-2 years | Dev&Sust | |
| 4.3 Stay updated on advances in carbon inset projects | 4.3.1 Conduct regular research and monitor industry reports from environmental organisation and research institutions (i.e. SBTi, S4CA, S4N, UNFCCC) to stay updated | 1-2 years | Dev&Sust | <ul style="list-style-type: none"> Co-benefits: Recognises and evaluates additional environmental benefits, such as improved biodiversity and water conservation |
| | 4.3.2 Participate in conferences, workshops and seminars relevant to carbon insetting and sustainability from leading practitioners in the field | 1-2 years | Dev&Sust | |
| | 4.3.3 Engage with companies that specialise in carbon inset projects to gain insights into their advancements | 1-2 years | Dev&Sust | |



Climate Action 4.1 is covered on the previous page.

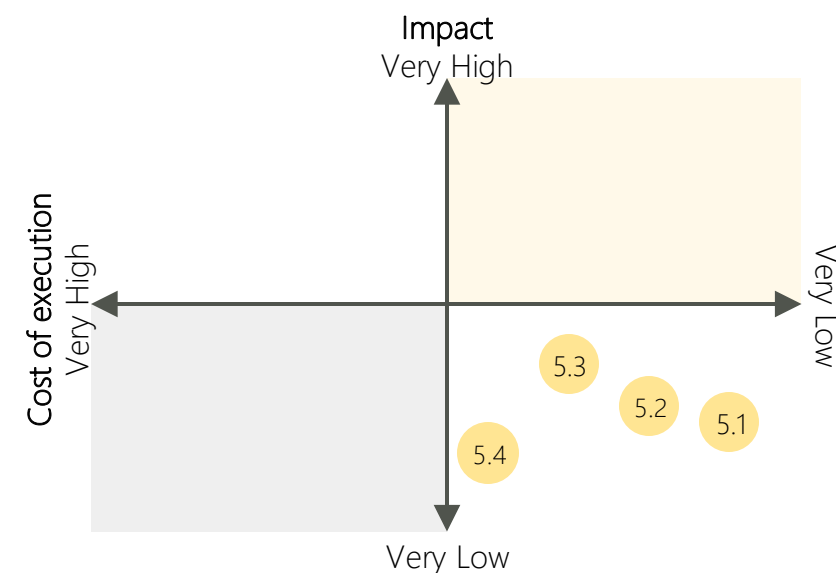
Assess, engage, test and implement a new sustainability model for WR Event OCs (1/2)

Conducting sustainability assessments, benchmarking best practices, regularly updating event checklists, and organising consistent communication and collaboration cadences would elevate rowing events to higher sustainability standards

| Climate actions* | Supporting activities | Time horizon | Responsible business unit | Benefits |
|--|---|--------------|---------------------------|---|
| 5.1 Conduct a Sustainability Assessment to understand the opportunities and goals of the OCs (e.g., sustainable spectator transportation, energy efficiency) | 5.1.1 Define objectives, engage key stakeholders, and allocate necessary resources supported by a suitable sustainability adviser as required** | 2 years | Dev&Sust | <ul style="list-style-type: none"> Organised approach: Provides a clear framework to collaborate and identify sustainability initiatives Collaborative: Facilitates active engagement and collaboration with stakeholders, including OCs, local authorities, and sponsors Continued iteration: The approach allow refinement with OCs to improve the process overtime |
| | 5.1.2 Conduct surveys, venue visits, audits, and benchmarking to gather and analyse data | | Dev&Sust | |
| | 5.1.3 Organise focus groups, workshops, and feedback sessions to develop and refine sustainable practices | | Dev&Sust | |
| 5.2 Identify best practices and benchmarks for the identified opportunities to design and deliver sustainability initiatives | 5.2.1 Conduct comprehensive industry research and analyse reports to identify current best practices in sustainable event management | 2 years | Dev&Sust | |
| | 5.2.2 Engage with other IFs and IOC through consultations and workshops to gather sustainability insights | | Dev&Sust | |
| | 5.2.3 Develop a database of best practices by collecting and documenting successful sustainability initiatives from various sources | | Dev&Sust | |
| | 5.2.4 Regularly update the best practices database through ongoing research and annual reviews to ensure it remains current and relevant | | Dev&Sust | |

'Long burners'
These initiatives should have a medium to long term focus as they require significant investment and/or are not currently commercially viable.

'No brainers'
These are the highest priority initiatives and should be continually monitored and measured to ensure successful implementation.



'Reassess for maturity'
These initiatives should be paused and continually monitored to understand if the market or technological advances will positively change impact or ease of execution.

'Quick wins'
These initiatives significantly contribute to behavioural change within the organisation and combined can provide a measurable impact.

Climate Action 5.3 and 5.4 are covered on the following page.

Notes:

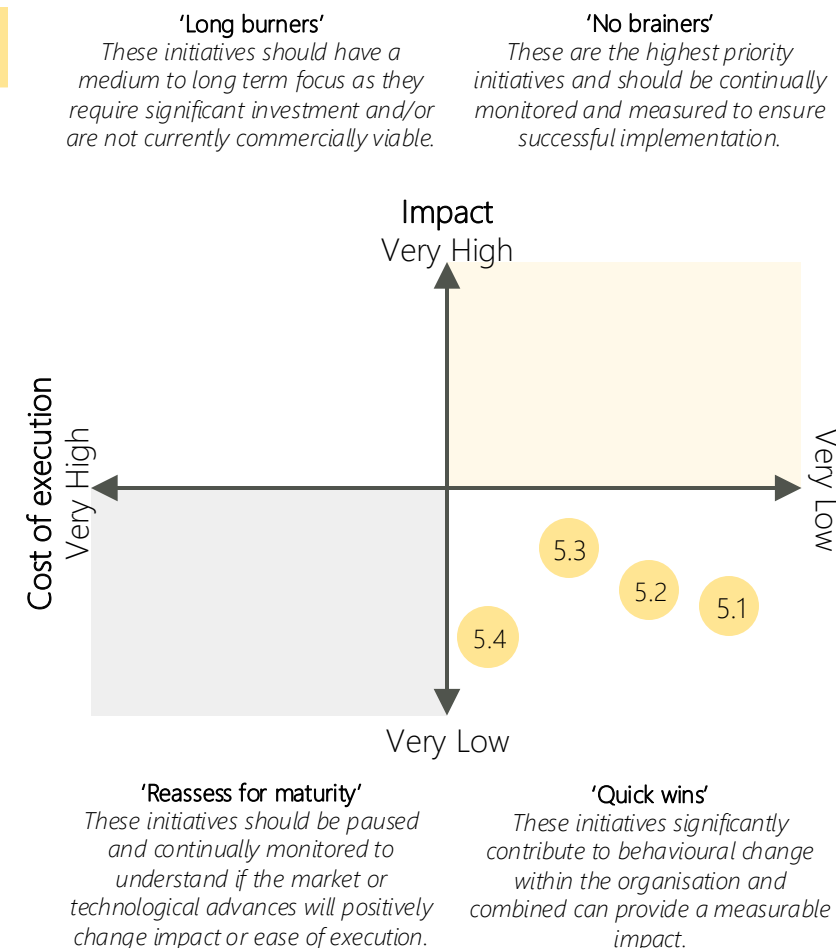
*Budget for Priority Area 5 is 18000 CHF (over 2 years)

**WR have an existing relationship with Bloom Up, a global sustainability consultancy

Assess, engage, test and implement a new sustainability model for WR Event OCs (2/2)

Conducting sustainability assessments, benchmarking best practices, regularly updating event checklists, and organising consistent communication and collaboration cadences would elevate rowing events to higher sustainability standards

| Climate actions* | Supporting activities | Time horizon | Responsible business unit | Benefits |
|--|--|--------------|---------------------------|---|
| 5.3 Update the event checklist regularly, adding common sustainability gaps identified overtime, to raise the baseline sustainability standards at events globally | 5.3.1 Conduct regular reviews of past events to identify common sustainability gaps and areas for improvement | Ongoing | Dev&Sust | <ul style="list-style-type: none"> Organised approach: Provides a clear framework to collaborate and identify sustainability initiatives Collaborative: Facilitates active engagement and collaboration with stakeholders, including OCs, local authorities, and sponsors Continued iteration: The approach allow refinement with OCs to improve the process overtime |
| | 5.3.2 Engage with OCs and key stakeholders to gather feedback and insights on sustainability challenges | | Dev&Sust | |
| | 5.3.3 Co-develop event checklist with event organisers | | Dev&Sust | |
| | 5.3.4 Develop a customised event checklists for flagship events with targeted sustainability initiatives tailored to specific geographic locations, ensuring greater impact and showcasing ongoing climate action year-on-year | | Dev&Sust | |
| 5.4 Organising consistent communication methods and relations with OCs to monitor sustainability efforts | 5.4.1 Designate sustainability liaisons within each OC to ensure consistent communication and accountability | Ongoing | Dev&Sust | |
| | 5.4.2 Develop clear communication guidelines and protocols to ensure all OCs are aligned in their sustainability efforts | | Dev&Sust | |
| | 5.4.3 Establish a dedicated communication platform to facilitate regular interactions between OCs and sustainability team | | Dev&Sust | |





Next steps

Next steps for WR


- 1 Evaluate the Climate Action Plan**
Conduct a review of the Climate Action Plan to identify and align priorities with WR's deadlines and goals
- 2 Define roles and responsibilities**
Assign roles and responsibilities for each action to ensure accountability is set and effective implementation can be achieved
- 3 Implement incentive structures**
Work collaboratively with the team responsible for climate actions to establish targets, key performance indicators (KPIs), and a bonus structure that incentivises key stakeholders
- 4 Establish monitoring frameworks**
Implement monitoring methods to track progress and evaluate the effectiveness of the climate actions
- 5 Calculate potential reduction of priority and near-term climate actions**
Calculate the potential reductions from prioritised and near-term actions by assessing their expected impact on emissions

A black and white photograph showing a close-up of rowers in a boat. The focus is on the oars and the rowers' hands as they grip the handles. The background is slightly blurred, showing the rest of the boat and the water. The word "Appendix" is overlaid in white text on the left side of the image.

Appendix

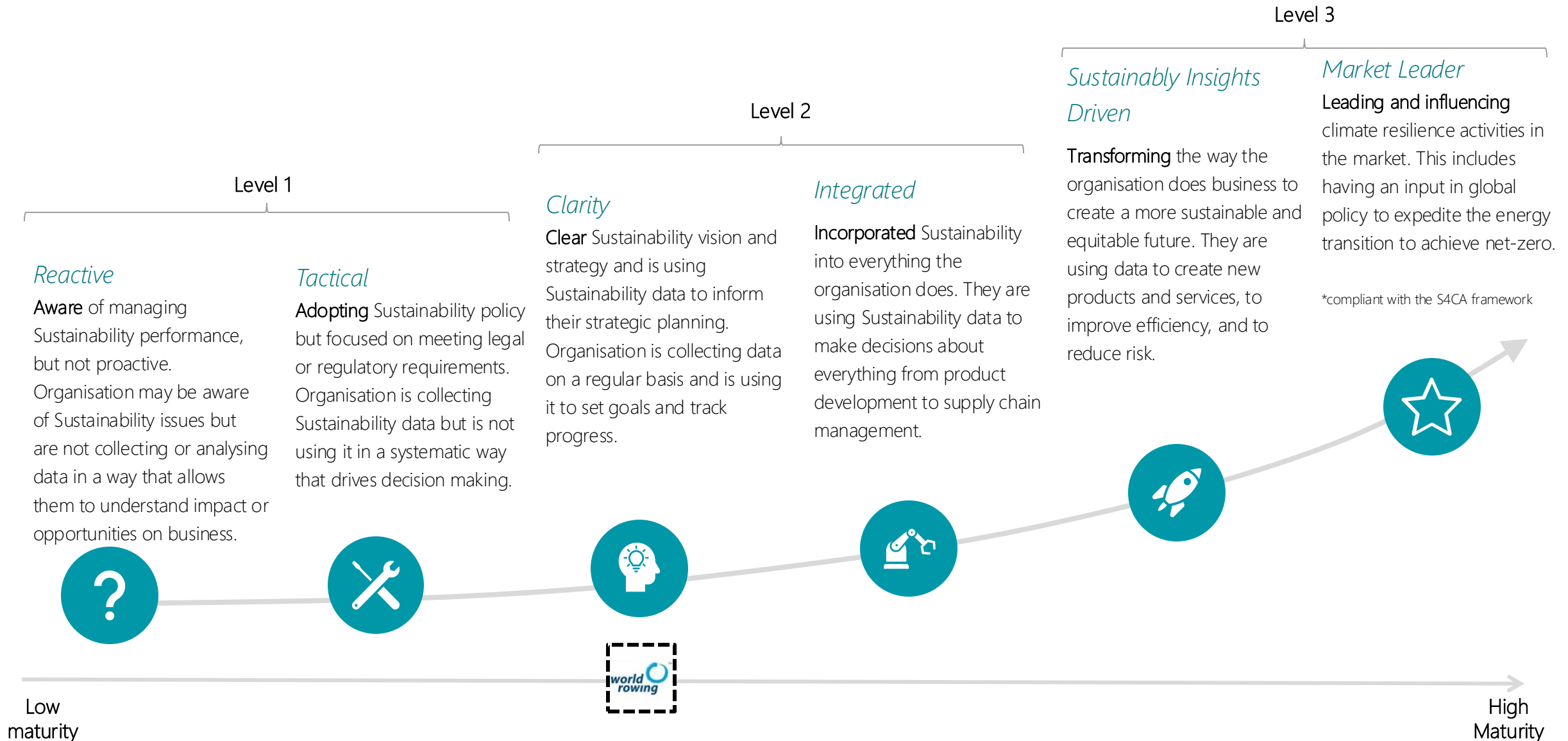
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Appendix A:
Maturity assessment

Sustainability maturity curve

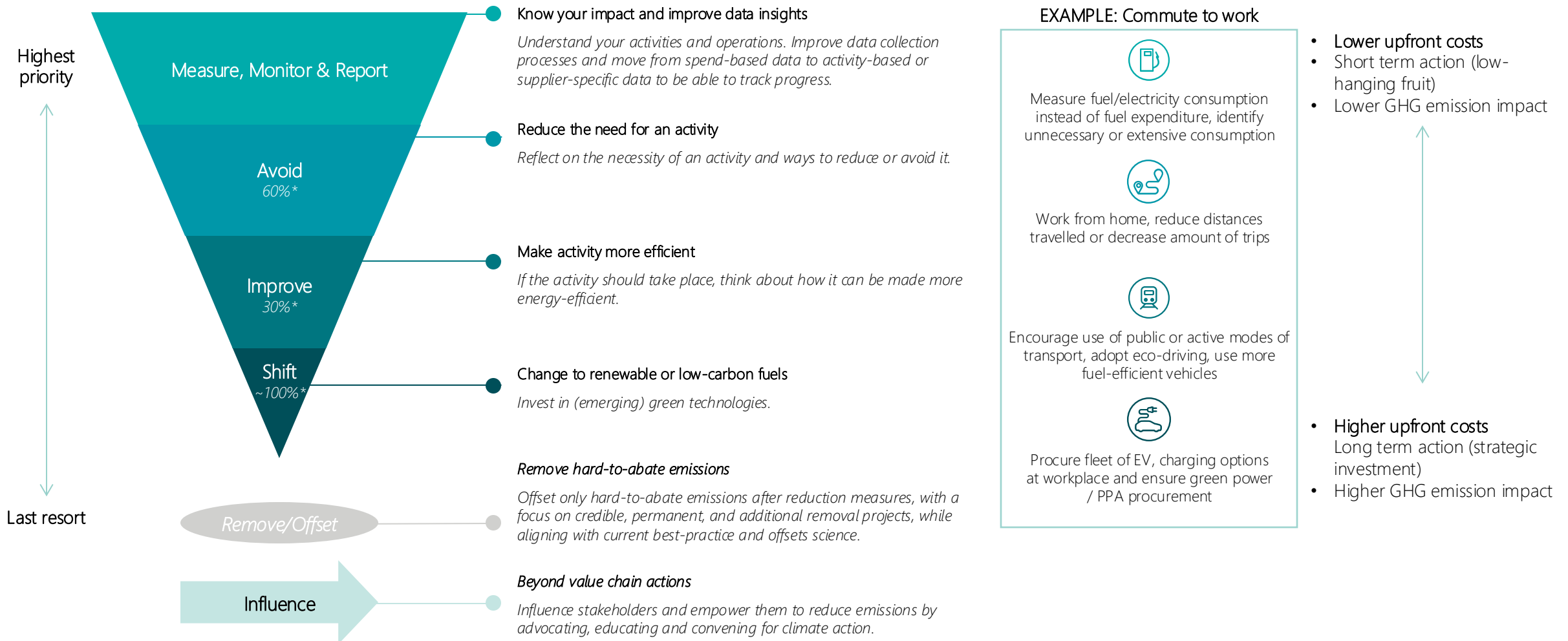




Appendix B:
GHG mitigation hierarchy

GHG mitigation hierarchy

Climate actions are created by going down the mitigation hierarchy and shortlisted into the plan based on its carbon abatement potential and implementation feasibility





Appendix C:
Sustainable procurement and emission calculation

Carbon Footprint Platform & Supplier engagement

Organisations can benefit from relying on a carbon footprint platform and actively engaging with suppliers

Benefits of using a Carbon Footprint Platform for emission accounting as a sports federation*



Data collection and import: A carbon footprint platform streamlines data collection by integrating with your existing systems and designating specific individuals responsible for inputting information



Emission factors: Carbon footprint platforms utilize up-to-date and consistent emission factors. Many offer access to more comprehensive databases than those available online.



Regularity of the Exercise: Carbon footprint assessment is a repetitive process that should be conducted at least annually. The platform simplifies this process and facilitates comparisons with previous years.



Reduced Need for advanced carbon accounting knowledge: The tool accurately maps each type of emission to the appropriate category and scope based on the GHG Protocol.

Evaluate the sustainability journey of your key suppliers through a sustainability supplier survey

Example of key questions for supplier survey to assess sustainability maturity:

- *Do you have a sustainability strategy?*
- *Is there a dedicated person/team in your organisation for sustainability?*
- *Has your organisation conducted a GHG assessment?*
- *Has your organisation set specific and time-bound targets around sustainability?*
- *Have you performed a Double Materiality assessment?*
- *Do you have a budget for sustainability?*
- *Does your organisation adhere to any recognized sustainability standards or certifications?*
- *Do you publicly disclose sustainability performance?*

Supplier Assessment Tools



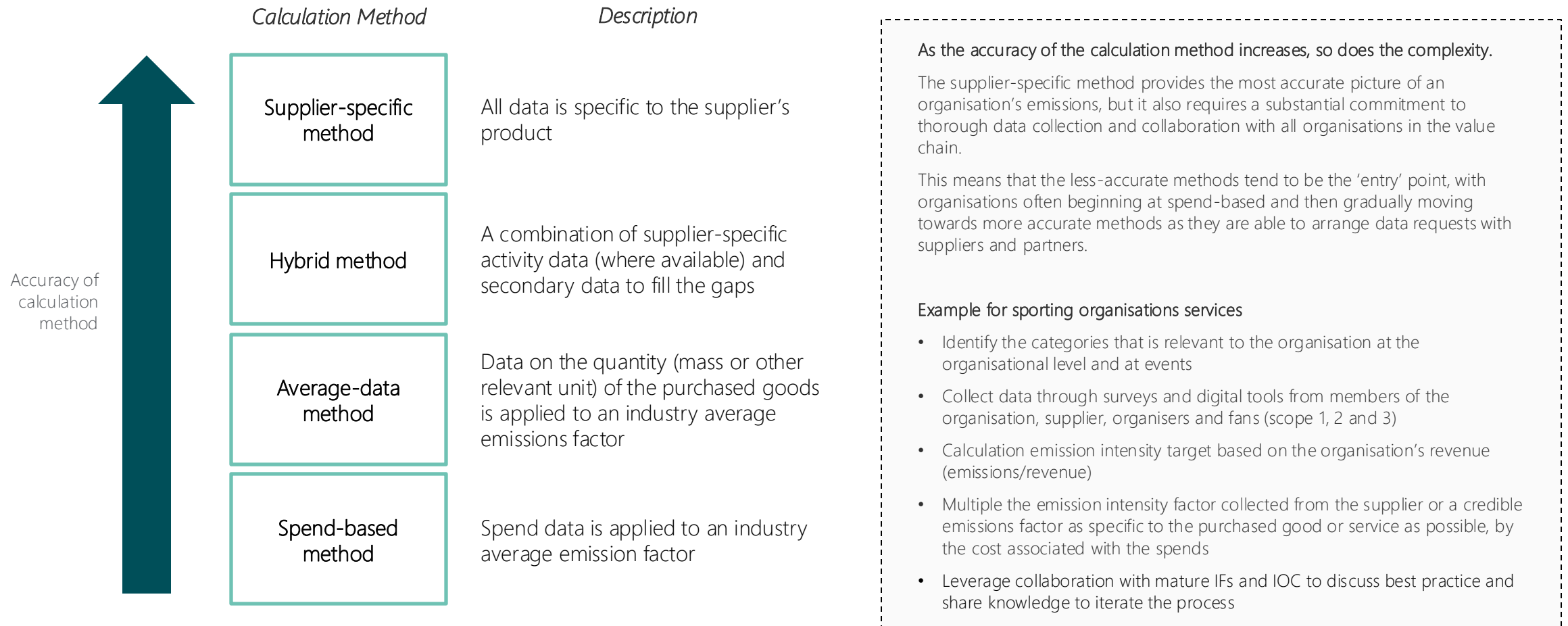
CDP's annual Supplier Engagement Assessment (SEA) evaluates corporate supply chain engagement on climate issues.



Guidance to support companies to engage their supply chains to set science-based targets

From spend-based to supplier-specific method

Using an spend-based method or a mix of spend-based methods with average data methods tends to be the least accurate methods of calculation available according to the Greenhouse Gas Protocol



A black and white photograph of rowers in a boat, with the word 'Acknowledgements' overlaid in white text. The image shows the lower bodies and hands of several rowers in a boat, holding oars. The oars are long and dark, extending from the rowers towards the right side of the frame. The rowers are wearing dark clothing. The background is a light, hazy sky. The text 'Acknowledgements' is positioned in the lower-left quadrant of the image.

Acknowledgements

Acknowledgments

| Name | Organisation |
|--------------------|---------------------------------|
| Daniela Gomes | World Rowing |
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| Concha Iglesias | Deloitte |
| Carlo Giardinetti | Deloitte |

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