

Climate Transition Plan 2030

Sweco Group



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Image on this page and the cover:
Sweco's new office in central Oslo was inaugurated in September 2024. Employees meet in a modern workplace that has been designed with consideration to people, the environment and materials.

About Sweco's Climate Transition Plan 2030

This climate transition plan was established in 2024 and it sets out Sweco's roadmap towards achieving our near-term target of halving greenhouse gas emissions by 2030 compared with our 2020 baseline. The transition plan is designed to support the delivery of Sweco's near-term targets validated and approved by Science Based Targets initiative (SBTi). Sweco's long-term target is to reach net-zero by 2040.



Progress and priorities

Since 2020, Sweco has reduced Scope 1 and 2 emissions by more than 60 per cent, primarily through the electrification of the vehicle fleet and increased use of renewable energy in offices. The next phase of the transition requires a stronger focus on Scope 3 emissions, which represent the majority of Sweco's climate footprint and are largely connected to suppliers, purchased goods and services, business travel and employee commuting.

To deliver the 2030 target, Sweco has identified five key decarbonisation levers:

1. Fossil-free energy in offices
2. Transition of the vehicle fleet
3. Decarbonisation of the supply chain
4. Sustainable mobility
5. Circularity and resource efficiency

For each identified decarbonisation lever, Sweco has established a set of supporting sub-targets and implementation pathways to guide progress across the organisation. Certain sub-targets extend beyond 2030, reflecting feasibility analyses that point to differences in market maturity, infrastructure availability, regulatory frameworks, and transition conditions across local markets. The climate transition plan includes targets covering Scope 1, Scope 2, and Scope 3 emissions, consolidated on Group level and disaggregated by Business Area, together with key implementation measures and estimated annual emission reductions.

Delivering the transition

Implementation follows Sweco's decentralised operating model, with each Business Area responsible for local execution through dedicated transition plans aligned with Group targets. These local plans provide more detailed and operational guidance tailored to local conditions, business priorities and market-specific transition pathways. Progress is monitored through defined KPIs, regular reporting and governance processes.

Achieving our climate ambitions will require close collaboration with employees, clients, suppliers and partners. While external factors such as renewable energy availability, transport electrification and supplier decarbonisation will influence the pace of progress, Sweco is committed to maintaining momentum and continuously strengthening its contribution to the climate transition.

Delivering on our climate commitments

Climate transition is one of the most significant transformations of our time. As President and CEO of Sweco, I see every day how closely this transition is connected to the decisions that our 23,000 architects, engineers and experts make when planning and designing the cities and communities of the future. I also recognise our dual role in addressing this pressing issue – both as advisors to our clients and as a company with our own climate footprint.

Sweco is committed to the Paris Agreement and to reaching net-zero emissions by 2040. Our Climate Transition Plan sets out Sweco's roadmap for halving emissions across our operations by 2030 – a target validated by the Science Based Targets initiative (SBTi).

We are already seeing the results of our actions. Between 2020 and 2025, we reduced our Scope 1 and 2 emissions by more than 60 per cent through the electrification of our vehicle fleet and the transition to renewable energy in our offices. The central focus between now and 2030 is our supply chain, which accounts for around 50 per cent of Sweco's total footprint. Achieving further reductions will require continued efforts to accelerate the transition across our supply chain including deeper supplier engagement and higher sustainability standards in procurement.

This plan underlines our determination for sustained action with clarity and transparency. It is based on five decarbonisation levers – fossil-free energy in offices, transition of the vehicle fleet, decarbonisation of the supply chain, sustainable mobility and circularity – and defines the sub-targets, actions and KPIs required across these areas. Implementation follows Sweco's decentralised model, with each Business Area responsible for local execution against agreed targets.

"We continue to drive meaningful change and transform society in a more sustainable direction."

Sweco's downstream impact – the emissions enabled or avoided through the projects we design and advise on – falls outside the scope of this plan as recognised methodologies for project-related emissions in consultancy services do not yet exist. At the same time, we must remain at the forefront of the challenges our clients face and ensure that relevant knowledge, expertise and sustainable solutions are shared and applied across our organisation and in our projects.

The combination of local presence, multidisciplinary expertise and collaboration across markets and disciplines gives Sweco a solid foundation to contribute to the climate transition. Together with our clients and partners we will continue to drive meaningful change and transform society in a more sustainable direction.

Åsa Bergman
President and CEO of Sweco





Sweco's role in the climate transition

Through its projects, expertise, and local presence across Europe, Sweco supports clients in their sustainable transformation while reducing the environmental impact of its own operations and supply chain.

A dual responsibility in the climate transition

As Europe's leading architecture and engineering consultancy, Sweco holds a distinctive role in the climate transition, one that goes beyond reducing the company's own environmental footprint. With 23,000 architects, engineers and experts working on some 150,000 projects each year, Sweco is a trusted advisor in the climate transition, supporting our clients in the decisions and solutions that lead to Europe's decarbonisation, supported by science and technology, and steered by climate targets and transition plans.

Sweco's role is that of an enabler and accelerator. Sweco's multidisciplinary consultancy services provide clients the technical expertise to make better choices throughout the entire lifecycle of a project. From the design and planning process, before assets are developed and locked into long-term carbon trajectories, through the optimisation of energy, water, nature and material resources and the decarbonisation of transport infrastructure and industries. Having a knowledge base accumulated across markets and disciplines, Sweco can translate European best practices into locally feasible solutions at the scale and speed required by clients.

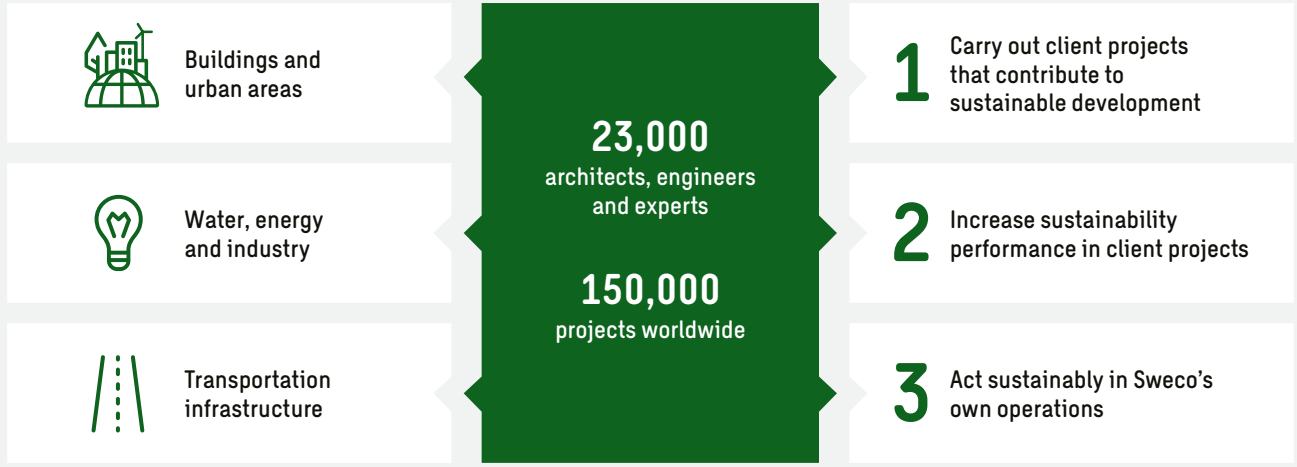
This dual responsibility – enabling the clients' transition while taking ownership of our own – is the foundation of Sweco's approach to the climate transition.

Our strategy

Sweco's sustainability work is based on three perspectives that are integrated into the company's strategy and operating model. Sweco has the greatest opportunity to influence and contribute to the green transition through the tremendous number of client projects the company carries out each year. In its client projects, Sweco identifies, shapes and applies relevant sustainable solutions with long-term consideration of people, the environment and society. Sweco also has a great responsibility to run its own operations sustainably, with the least possible environmental and climate impact and an inclusive culture supported by diverse competencies and based on robust business ethics.

Sweco's climate transition plan is anchored in Sweco's strategy, and its commitment to act sustainably in own operations.





Sustainability from three strategic perspectives

1 Carry out client projects that contribute to sustainable development

Resilience and the green transition are driving demand for Sweco's expertise in all business segments. Sweco consultants carry out client projects that actively support sustainable development by designing resource-efficient and climate-adapted urban areas and buildings, developing sustainable energy solutions and reducing the climate impact of industries and transportation.

2 Increase sustainability performance in client projects

In close dialogue with clients, Sweco works to improve sustainability performance in projects through, for example, optimisation of design, choice of material, resource management and work methods. By increasing the use of automation, digital solutions and AI in client projects, Sweco's consultants can more easily visualise and calculate impact on the climate, environment and economy, and propose appropriate measures to improve sustainability performance.

3 Act sustainably in Sweco's own operations

Sweco has a responsibility to act sustainably in its own operations. The company focuses on creating value for owners and clients, being an attractive workplace for employees, reducing the environmental impact of its operations and following business ethics policies.

Sweco's value chain and environmental impacts

Sweco's value chain covers the direct impact of its own operations and the indirect impact, in upstream and downstream the value chain, the company has on the environment and society resulting from its business activities. Sweco's most significant impact is generated through the consultancy services delivered to clients, enabling them to achieve their project objectives.

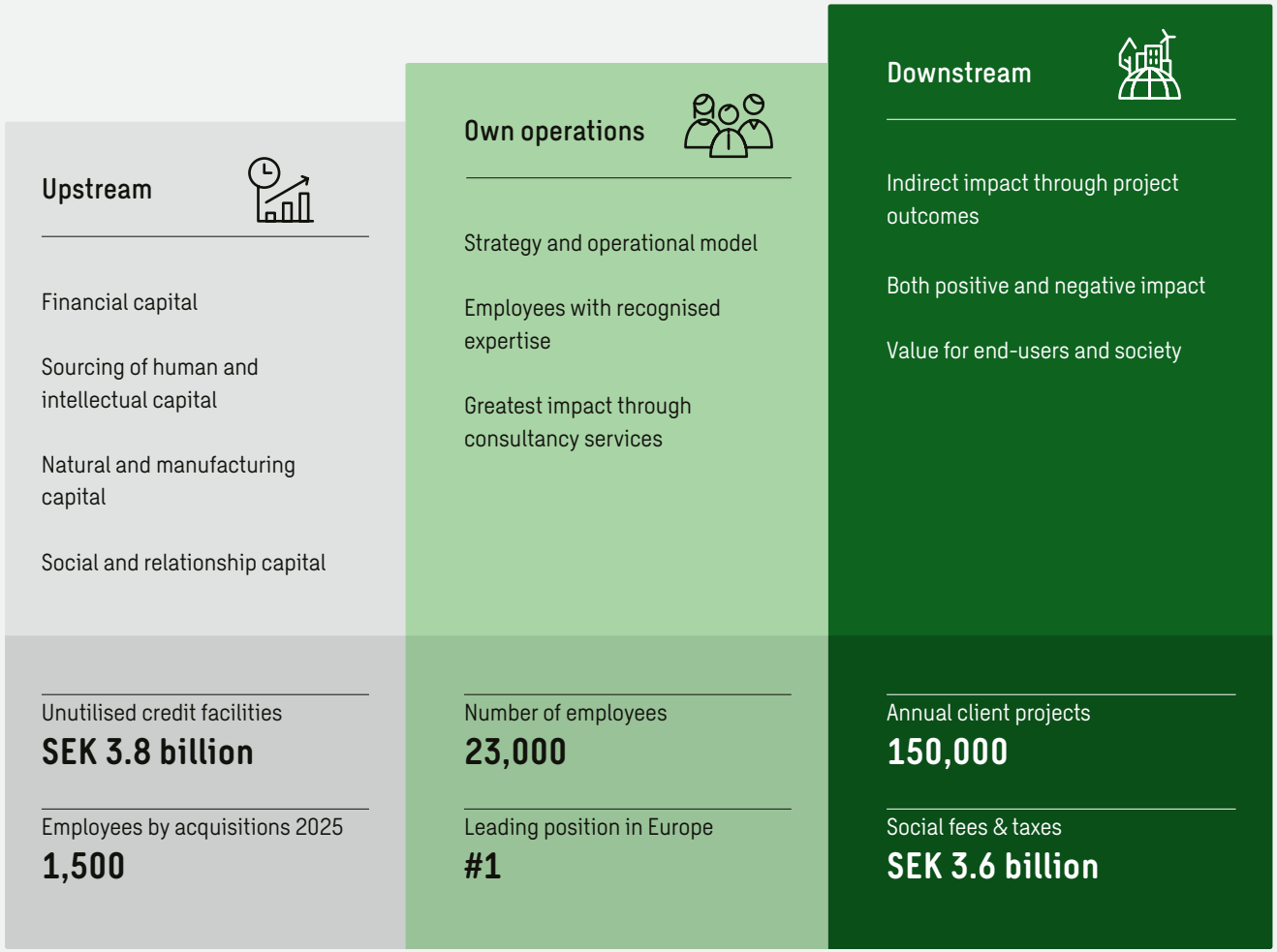
This climate transition plan defines the scope of Sweco's actions by addressing the material environmental impacts – both positive and negative – associated with its upstream value chain and own operations. Impacts, risks, and opportunities related to client projects and the downstream value chain are outside the scope of this plan.

Sweco's impacts on the environment

Sweco's environmental impacts within its upstream value chain and own operations are primarily linked to the company's reliance on natural and manufactured capital. Key dependencies include digital infrastructure supply, office facilities, mobility solutions, and other resources that enable the delivery of client projects and business operations.

A core element of Sweco's operating model is its local presence combined with global expertise. To fulfil its client commitments and ensure effective project delivery, Sweco's consultants need to maintain close collaboration with clients and colleagues. As a result, business travel to client locations, project sites, and between offices, forms and integral part of Sweco's operations and contributes to the company's climate footprint.

Sweco's latest double materiality assessment identified climate change mitigation, energy use, and resource use and circularity as material environmental topics for the company's upstream value chain and own operations. While climate adaptation, pollution, and biodiversity remain important considerations in the company's operational management, procurement practices and supplier engagement, these topics were not assessed as material from a business impact or financial risk perspective.



Information pertaining to FY 2025.

Impacts driven by supply chain and own operations

Sustainability topic	Description of impact, risk or opportunity	Positive (P)/ Negative (N)	Nature of the impact	Value chain	Impact on environment	Time horizon
E1 Climate mitigation	By reaching net-zero in operations and the supply chain by 2040, Sweco will reduce its climate footprint, thus reducing the impact on people and the environment.	P	Potential	0 Own operations ↑ Upstream	High	>5
	Negative impact on environment due to Sweco's climate impact from its own operations and supply chain.	N	Actual	0 Own operations ↑ Upstream	High	<1
E1 – Energy	Negative impact on the environment through the use of fossil energy in own operations	N	Potential	0 Own operations	Medium	<1
E4 – Circular economy and resources use	Through supplier engagement, Sweco promotes circular business models and increased material reuse. Reducing the need for new products and material by in own operations and the supply chain.	P	Potential	↑ Upstream	Medium	1–5

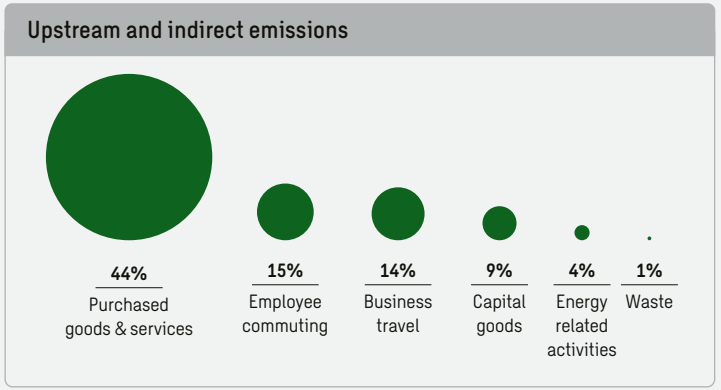
Medium
Positive and negative impacts on people and the environment where scale is generally considered medium and not so widespread.

High
Positive and negative impacts on people and the environment where scale is generally considered either high or very high impacting a wider range.

Time horizon
Short-term: <1 year
Medium-term: 1–5 years
Long-term: >5 years

Climate footprint in upstream value chain and own operations

Sweco's climate footprint is predominantly driven by emissions in its upstream value chain. The largest share consists of indirect emissions related to purchased goods and services, including IT suppliers and subconsultants, as well as business travel and employee commuting. Direct emissions from Sweco's own operations represent a smaller share of the total footprint and stem primarily from company vehicle use, office energy consumption, and the combustion of gas in office facilities.





Sweco's climate targets and footprint

Sweco aims to achieve net-zero emissions across its value chain by 2040 and to halve its emissions by 2030, compared with the 2020 base year.

Net-zero by 2040

Limiting global warming to 1.5°C requires rapid and collective action across all sectors of society. Sweco is committed to actively supporting the transition to a low-carbon and resource-efficient society through both its own operations and the services delivered to clients. As part of this commitment, Sweco aims to achieve net-zero emissions across its value chain by 2040 and to halve its emissions by 2030, compared with the 2020 base year.

Sweco's net-zero commitment applies to all business activities of the Sweco group and includes emissions from both its upstream value chain and its own operations. Downstream emissions associated with client projects are currently excluded from the company's greenhouse gas (GHG) inventory. This is due to the absence of sufficiently robust and recognised science-based methodologies for accounting of indirect project-related emissions within consultancy and engineering services.

Sweco's net-zero by 2040 climate target is aligned with the Paris Agreement and the Carbon Law, which requires global GHG emissions to be reduced by 50 per cent every decade to limit warming to 1.5°C above pre-industrial levels. In line with this trajectory, Sweco aims to halve its emissions by 2030, achieve a 75 per cent reduction by 2035 and reach a 90–95 per cent reduction by 2040, compared to 2020 levels. To support delivery of its long-term ambition, Sweco has set science-based near-term targets for 2030, which have been validated and approved by Science Based Targets initiative (SBTi).





Sweco's approach to emissions reductions

1. Reduction of absolute GHG emissions

By 2040, Sweco aims to reduce absolute GHG emissions by at least 90 per cent compared with 2020 base year, without reliance on carbon offsetting as primary decarbonisation mechanism. As an interim milestone, Sweco targets a 50 per cent reduction in absolute GHG emissions by 2030, in line with its SBTi-approved near-term targets. The company prioritises emissions reductions at source and seeks to implement mitigation measures across all material emission categories to the greatest extent technically and economically feasible.

2. Management of residual emissions

Sweco acknowledges that certain GHG emissions will be challenging to reduce to zero. In line with recognised net-zero principles, any residual emissions – limited to a maximum of 10 per cent of the base year footprint – are intended to be neutralised through permanent removal or long term storage solutions. Remaining emissions will therefore be addressed through supplemental permanent measures, such as carbon sinks or fossil-based carbon capture and storage. The principles and processes for the potential use of such measures will be developed over time, in line with evolving best practice and regulatory expectations. Sweco does not currently apply or report any GHG removals or carbon credits.

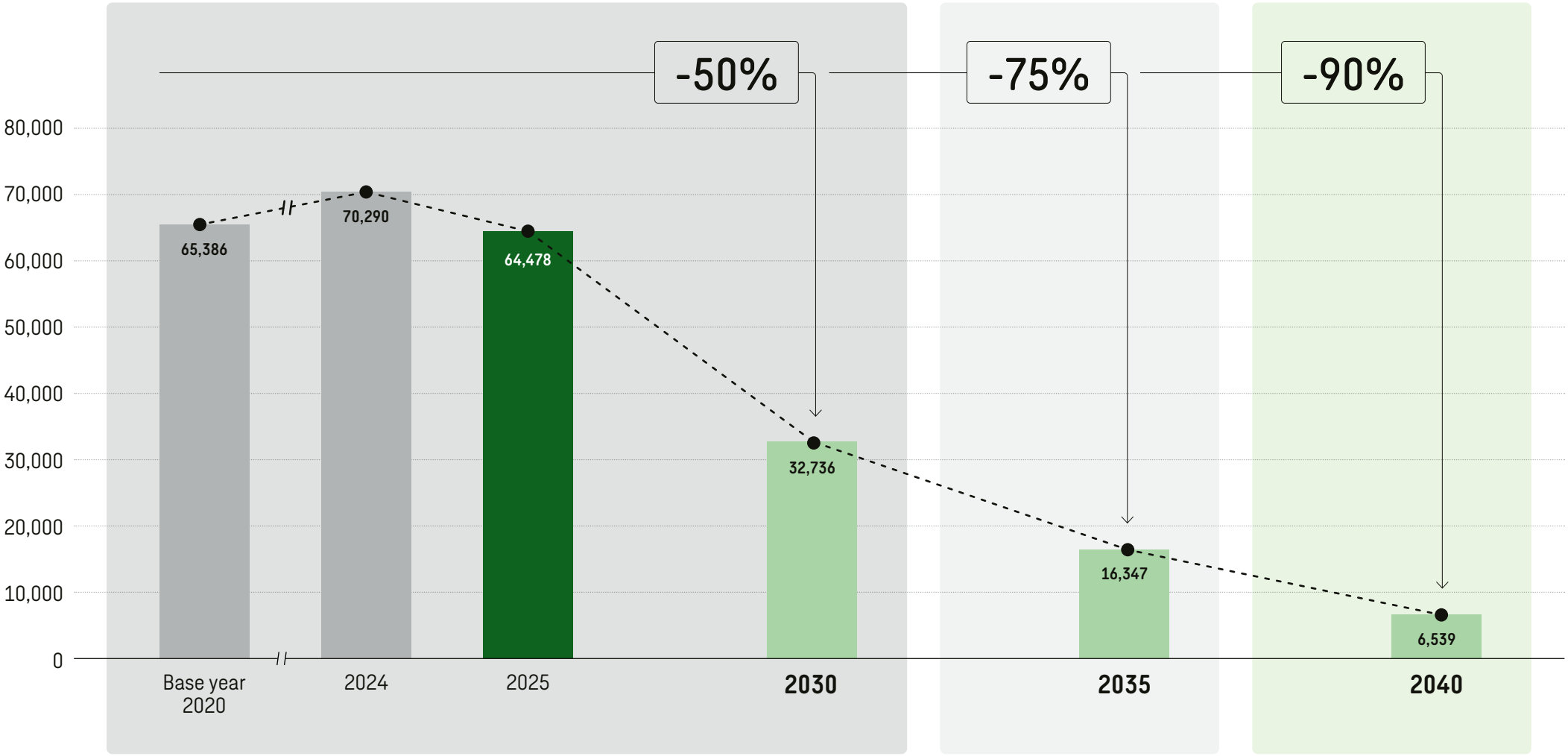
50%

emissions reductions target by 2030



Trajectory towards net-zero by 2040

CO_2e tonnes



Halving emissions by 2030

Sweco's climate transition plan is anchored in its near-term targets for Scope 1, Scope 2 and Scope 3 emissions, which have been validated by the SBTi and are aligned with the objectives of the Paris Agreement. By 2030, Sweco commits to reducing Scope 1 and Scope 2 emissions by 90 per cent and Scope 3 emissions by 30 per cent, compared with 2020 levels. Together, these reductions are expected to contribute to an overall halving of the company's GHG emissions by 2030. The targets are also consistent with the requirements of the EU Paris aligned Benchmarks (EU PAB). All climate targets are defined as absolute emissions reductions and are measured in tonnes of carbon dioxide equivalent (tCO_2e). Progress is monitored annually against the 2020 baseline year, which was selected as it represents the first year in which Sweco established comprehensive GHG data coverage and implemented Group-wide climate targets.

In 2025, Sweco further strengthened accountability for climate performance by linking selected climate-related key performance indicators to the company's sustainability linked financing framework. This integration reinforces the strategic importance of the transition plan and supports alignment between sustainability performance and financial governance.

Decentralised implementation

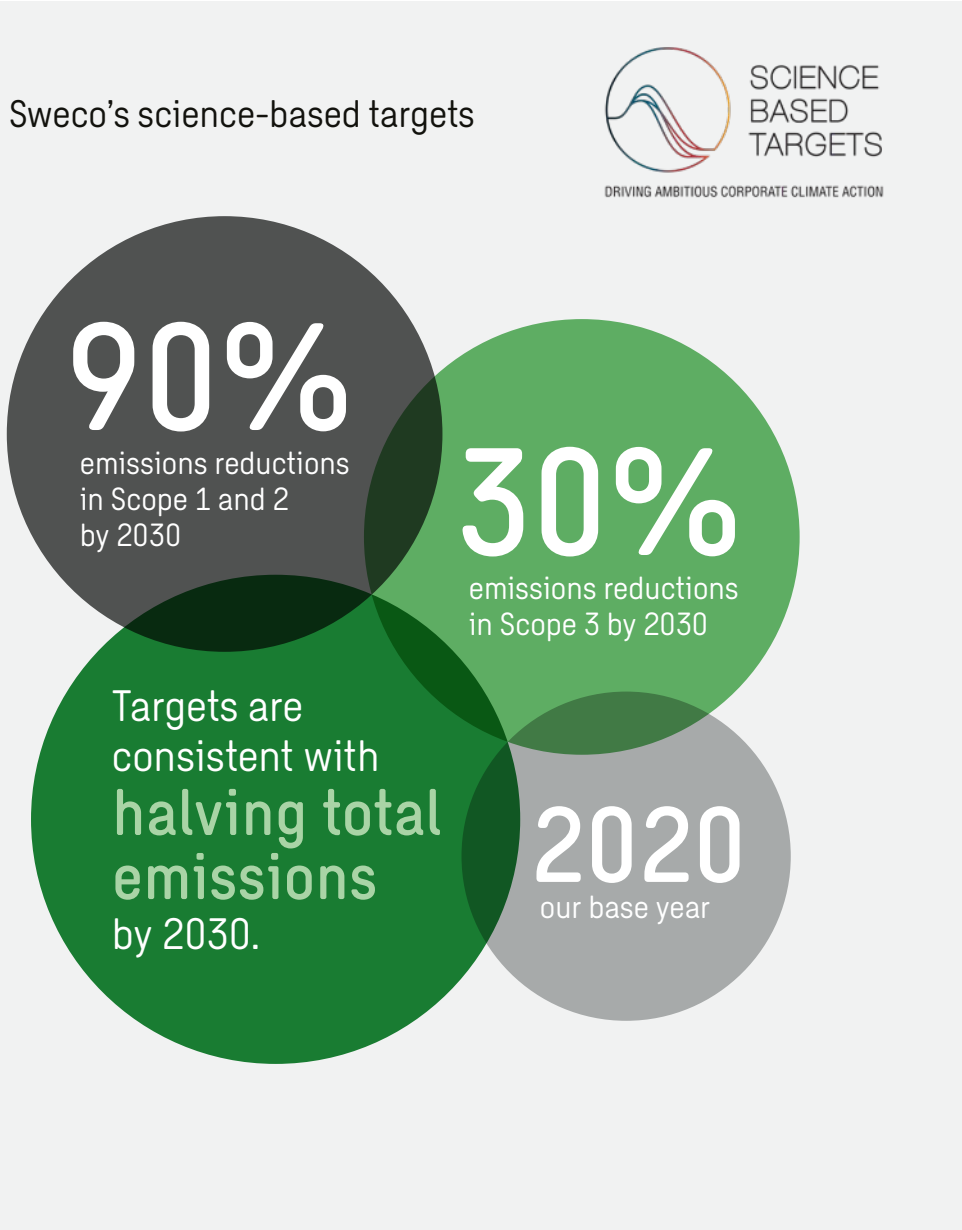
Delivery of the 2030 target follows Sweco's decentralised operating model, with each Business Area holding responsibility for implementation. The target is underpinned by Business Area specific hotspot analyses, feasibility studies, and scenario assessments. Local transition plans developed by each Business Area are consolidated into the Group-wide transition plan through a structured aggregation process, ensuring alignment between local implementation pathways and Group-level ambitions. The sharing of best practices is coordinated across the Business Areas.

Operationalising the transition plan

The SBTi approved targets are operationalised through sub-targets linked to defined operational areas and key decarbonisation levers. These include actions related to supplier engagement, business travel, office operations, energy efficiency, procurement practices and circularity measures. Progress towards the targets is partly dependent on external developments within Sweco's operating markets, including the pace of technological progress, access to fossil-free energy and low-carbon transport solutions, and the broader transition of suppliers. Every three years a review of the climate targets, on Business Area and Group-level, is conducted to ensure alignment with the latest market, policy and technology developments.

Collaboration and engagement

Internal stakeholders, including employees and subject matter experts from the Business Areas, were engaged during target development. External stakeholders such as clients, investors, and owners were not directly involved in the target setting process.



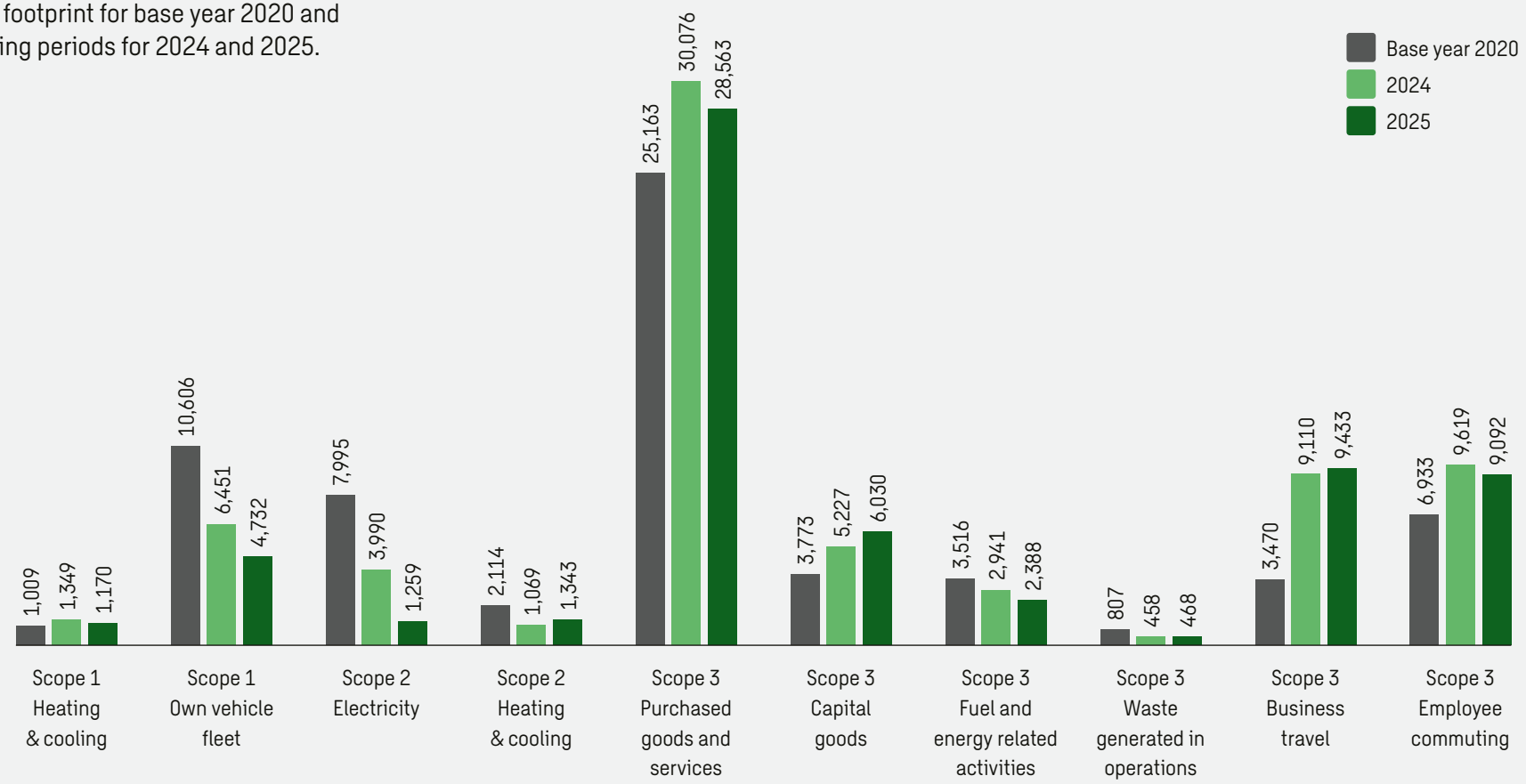
Climate footprint 2020–2025

Sweco's climate footprint in 2025 amounted to 64,478 tonnes CO_2e, representing a decrease of 8 per cent compared with the previous year, and 1 per cent decrease compared with the 2020 base year.

Sweco compiles and reports its climate footprint annually in accordance with Group guidelines and applicable standards, including the Greenhouse Gas Protocol (GHG) and the SBTi.

→ For more information about Sweco's carbon accounting principles, see the 2025 Annual Report.

Sweco's climate footprint for base year 2020 and the latest reporting periods for 2024 and 2025.





Measures taken since 2020

This timeline presents key measures and actions implemented at both Group and Business Area level since 2020 to support delivery of Sweco's climate transition plan.

2020

Group
– First GHG inventory
– Climate neutrality target 2040 established
– First local climate roadmaps

Sweden
– Local Climate roadmap established

Norway
– Local Climate roadmap established

Finland
– Local Climate roadmap established
– Revised vehicle policy
– Targets for increase of renewable energy contracts

Denmark
– Local Climate roadmap established
– Purchase of renewable energy certificates

Belgium
– Local Climate roadmap established
– First fossil-free Sweco office

Netherlands
– Local Climate roadmap established
– Guarantees of Origin established for grey electricity

UK
– Local Climate roadmap established
– FlexWorks policy introduced Cycle-to-work scheme introduced

Germany
– Local Climate roadmap established
– Job ticket and job bike leasing in place since several years
– Established network of office sustainability ambassadors

Poland
– Local Climate roadmap established

Lithuania
– Local Climate roadmap established

2021

Finland
– Employee benefits updated to encourage use of bicycles and EVs

Denmark
– Car policy introduced

Belgium
– EV program introduced

Netherlands
– Higher requirements on energy for IT equipment

Germany
– Framework agreement with Greenpeace Energy for renewable energy

Poland
– Launch of the annual company bike initiative
– Purchase of EVs

2022

Sweden
– Travel policy introduced

Norway
– Revised travel policy
– Introduction of sustainable travel modes
– Decision to relocate head office Oslo

Finland
– Extended the leasing time of laptops and phones
– Efforts to increase renewable energy in offices
– Increased number of EVs

Denmark
– Introduction of differentiated mileage compensation for use of private cars for business travel

Belgium
– Mobility budget introduced

Netherlands
– Travel policy introduced

UK
– Mainland flights ban introduced
– Environmental Policies and procedures introduced
– Expansion of charging infrastructure for EVs at head office

Germany
– Introduction of a new mobility concept

Poland
– Relocated to a new office in Warsaw, including the installation of EV charging infrastructure.

2023

Group
– Revised GHG inventory
– Rebaselining of 2020
– Implementation of a Group-wide reporting system
– Cross-border climate action forums established

Sweden
– New car policy established
– Increased share of renewable energy

Finland
– Supported employee commuting by offering public transportation benefits
– Increased renewable energy contracts

Denmark
– Expansion of charging infrastructure for EVs at offices

Netherlands
– Improving energy labels for offices

UK
– Carbon Reduction Plan according to UK government procurement policy
– Office relocation policies introduced with stricter energy standards
– Elimination of gas supply in London office

Germany
– Extension of the job ticket to the Germany ticket

Poland
– Relocation to new office in Kraków, with EV charging
– Establishment of an internal Sustainability & GHG Working Group

2024

Group
– SBTi validated near-term targets
– Group climate transition plan 2030 established

Sweden
– Local climate transition plan 2030 established
– New office policy established

Norway
– Local climate transition plan 2030 established
– Move to new head office Oslo

Finland
– Local climate transition plan 2030 established
– Switched to geothermal energy in the Helsinki head office
– Continued increase of fossil-free energy
– Training in sustainability

Denmark
– Local climate transition plan 2030 established
– Energy review of all larger offices
– Main canteen supplier replaced with one offering lower CO_2 meals, more plant based options, and less food waste

Belgium
– Local climate transition plan 2030 established
– Travel policy introduced

Netherland
– Local climate transition plan 2030 established
– Signing Paris Proof Agreement

UK
– Local climate transition plan 2030 established
– EV salary sacrifices schemes introduced
– Update of IT policy
– Increased number of EV charging stations at offices

Germany
– Local climate transition plan 2030 established
– Move into new head office in Frankfurt
– Corporate mobility management established
– Revised vehicle policy
– New travel policy

Poland
– Local climate transition plan 2030 established
– Purchase of the first renewable energy Guarantees of Origin

Lithuania
– Purchase of renewable electricity
– Introduction of short-term car rental services for business travel
– Employee workshop to enable sustainable commuting

2025

Group
– Introduction of quarterly reporting
– Integration of transitions plans into annual business and budget planning process
– First ESRS compliant Sustainability statement

Sweden
– Revised car and procurement policy
– Supplier engagement programme for office services
– New sustainability governance model

Norway
– Specific targets for business travel
– Purchase of renewable energy certificates

Finland
– Introduction of division-level climate footprint
– Revised supplier requirements
– Full EV policy established

Denmark
– Transitioned to a single coffee supplier with demonstrably lower CO_2 emissions
– Initiated dialogue with event suppliers to obtain event specific emission data

Belgium
– Implementation of new "Sustainability Strategy"

Netherlands
– Established requirements for sustainable renovation of office premises

UK
– Sustainability risk profiling of suppliers established
– Implemented office travel plans
– Implementation of food waste recycling
– Increased number of EVs
– Moved to Inrego to increase IT reuse/ recycle rates

Germany
– Pilot of mobility budget
– Development of an assessment matrix for offices

Poland
– Increased share of renewable energy
– Checklist with sustainability requirements

Lithuania
– A walking challenge for employees twice a year
– Transition of vehicle fleet to mild hybrids



Targets for Scope 1 and Scope 2

Sweco aims to reduce its combined Scope 1 and Scope 2 GHG emissions by 90 per cent by 2030, compared with the 2020 baseline year, corresponding to an average annual reduction rate of 9 per cent. The transition pathway is centred on measures that enable electrification of the company vehicle fleet, reduce energy consumption and dependency on gas, and increase the procurement of renewable energy across leased office premises.

Since the 2020 base year, Sweco has achieved a 61 per cent reduction in Scope 1 and 2 emissions, demonstrating strong progress towards its 2030 target. Continued acceleration will nevertheless be required over the coming years, particularly through a faster transition from fossil-fuelled vehicles to electric alternatives and increased uptake of renewable energy in office operations. While overall progress remains positive at Group level, some Business Areas – including operations in Eastern European markets as well as the UK, Denmark, and Finland – are currently progressing at a slower pace relative to their local transition pathways.

Local implementation and Business Area ownership

Achievement of the Scope 1 and 2 targets depends on effective local implementation, engagement, and operational execution across the organisation. Local targets therefore vary between Business Areas, reflecting differences in operating conditions, emissions profiles, and the local feasibility assessments of achieving absolute emissions reductions. While certain Business Areas have greater opportunities to accelerate emissions reductions, others face constraints linked to internal operational factors or external market conditions.

Despite these differences, all Business Areas share a common ambition to act as frontrunners in their respective local markets and to contribute proactively to the achievement of Sweco's Group-wide climate objectives. Collaboration across Business Areas, including exchange of best practices, shared methodologies, and coordinated engagement for key suppliers, forms an important part of the implementation approach.

Business Area contribution to the 2030 target

The overall target of reducing Scope 1 and 2 emissions by 90 per cent by 2030 is supported by Business Area-specific targets, as outlined below.

Business Area	Absolute reduction target 2030, %	Progress 2020–2025 %
Sweden	99	-69
Norway	90	-82
Finland	90	-38
Denmark	90	-14
Netherlands	90	-84
Belgium	97	-54
United Kingdom	95	-46
Germany	88	-43
Poland	53	-5
Lithuania	85	-24
Group staff	30	-100



90%

emissions reductions target
in Scope 1 and 2 by 2030

Targets for Scope 3

Sweco aims to reduce its Scope 3 GHG emissions by 30 per cent by 2030 compared with the 2020 baseline year, corresponding to an average annual reduction rate of 4 per cent. As the majority of Sweco's climate footprint is generated within Scope 3, reducing emissions in this scope is critical to achieving the company's overall climate ambitions. At the same time, Scope 3 emissions represent the most complex and challenging emission categories to address, as reductions are highly dependent on external stakeholders, including suppliers, subconsultants, landlords, as well as employees. Progress is therefore influenced not only by Sweco's own actions and procurement practices, but also by the pace of transition within supplier markets and the availability of low-carbon products and services.

Improving data quality and supplier engagement

Emissions from categories such as purchased goods and services and capital goods remain particularly difficult to quantify accurately. Current reporting relies to a significant extent on spend-based data, where financial expenditure is used as a proxy for estimated emissions. While these methods provide an indication of climate impact, they do not fully reflect actual supplier-specific emissions.

In 2023, Sweco updated its GHG inventory to include additional Scope 3 categories, resulting in an increase in both the company's reported climate footprint and the relative share of indirect emissions. It is important to note that key categories such as purchased goods and services, capital goods, and employee commuting were not fully covered in the 2020 baseline inventory when the initial targets were set. As a result, mitigating measures targeting these emission sources were initially limited.

Since 2020, total Scope 3 emissions have increased across all Business Areas. This development is partly explained by the expanded scope of the inventory, as well as the continued reliance on spend-based emission factors, which contribute to higher reported emissions in cases where spending increases. To address these challenges, Sweco prioritises measures aimed at improving the availability and quality of primary emissions data from suppliers. This includes strengthened supplier engagement, increased sustainability requirements in procurement processes, and collaboration with key suppliers to support emissions reductions across the value chain. Sharing of best practices across Business Areas is an important enabler in accelerating progress and strengthening implementations consistency.

Enabling lower-carbon operations and circularity

In parallel with supplier-focused measures, Sweco is implementing actions to enable employees to make more sustainable travel choices, for both client projects and internal meetings. This includes promoting lower-carbon transport alternatives, digital collaboration solutions, and behavioural changes that reduce travel-related emissions.

Circularity also forms an increasingly important component of Sweco's transition plan. Across procurement, office operations, and asset management, Sweco is working to increase resource efficiency, extend product lifetimes, reduce dependence on virgin raw materials, and support more circular business models and processes.



Business Area contribution to the 2030 target

The overall target of reducing Scope 3 emissions by 30 per cent by 2030 is supported by Business Area-specific targets, as outlined below.

Business Area	Absolute reduction target 2030, %	Progress 2020–2025, %
Sweden	48	+18
Norway	30	+60
Finland	31	+17
Denmark	45	+18
Netherlands	26	+61
Belgium	33	+43
United Kingdom	30	+10
Germany	12	+32
Poland	46	+19
Lithuania	26	-5
Group staff	30	-3

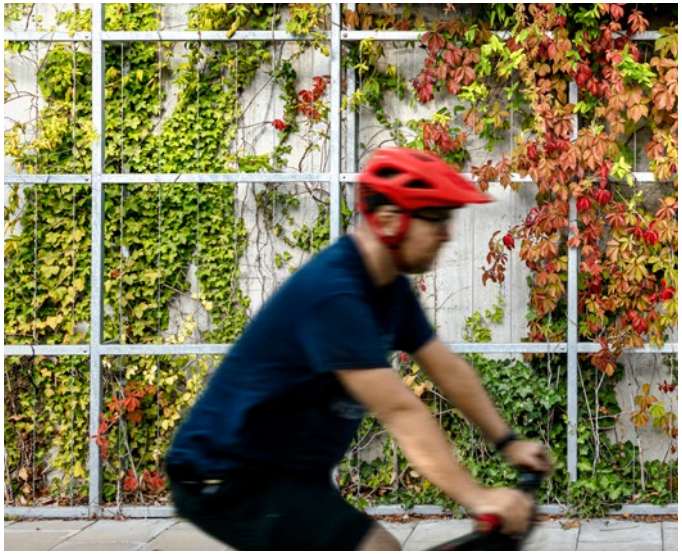
30%

emissions reductions target in Scope 3 by 2030

Required emissions reduction compared to base year to reach the near-term target of 2030

Targets 2030	Reduction vs 2020, tonne CO_2e	Reduction vs 2020, % annual rate	Progress since 2020–2025, tonnes CO_2e	Progress since 2020–2025, %
90% Scope 1 and 2	-19,564	-9	-13,220	-61
30% Scope 3	-13,142	-4	+12,312	+28
50% Total	**-32,706**	**-6**	**-908**	**-1**

Achieving Sweco's Group-wide targets for Scope 1, 2, and 3 emissions requires an average annual reduction rate of 6 per cent between the 2020 baseline year and 2030. Sweco has made strong progress in reducing its Scope 1 and 2 emissions. Progress on Scope 3 emissions, however, remains limited, since 2020 these emissions have increased by 28 per cent. Sweco acknowledges that reducing indirect value chain emissions represents a challenge due to the dependency on suppliers, market developments, data quality, and behavioural change across the organisation. To improve progress, Sweco will strengthen its focus on supplier engagement, mobility-related emissions, and circularity measures in the coming years.





Roadmap to 2030

To support its climate ambitions, Sweco has identified a number of focus areas that guide the company's roadmap to 2030, including fossil-free energy in offices, electrification of the vehicle fleet, decarbonisation of supply chain and sustainable mobility.

Key decarbonisation levers

To achieve its climate targets, Sweco has identified and prioritised a number of key decarbonisation levers based on their mitigation potential, feasibility, and materiality. These levers are derived from Business Area-specific transition plans that have been consolidated for the whole Group. Each decarbonisation lever is supported by defined sub-targets, implementation measures, and key performance indicators (KPIs) to enable monitoring, accountability, and follow-up of progress over time.

Sweco's key decarbonisation levers include:

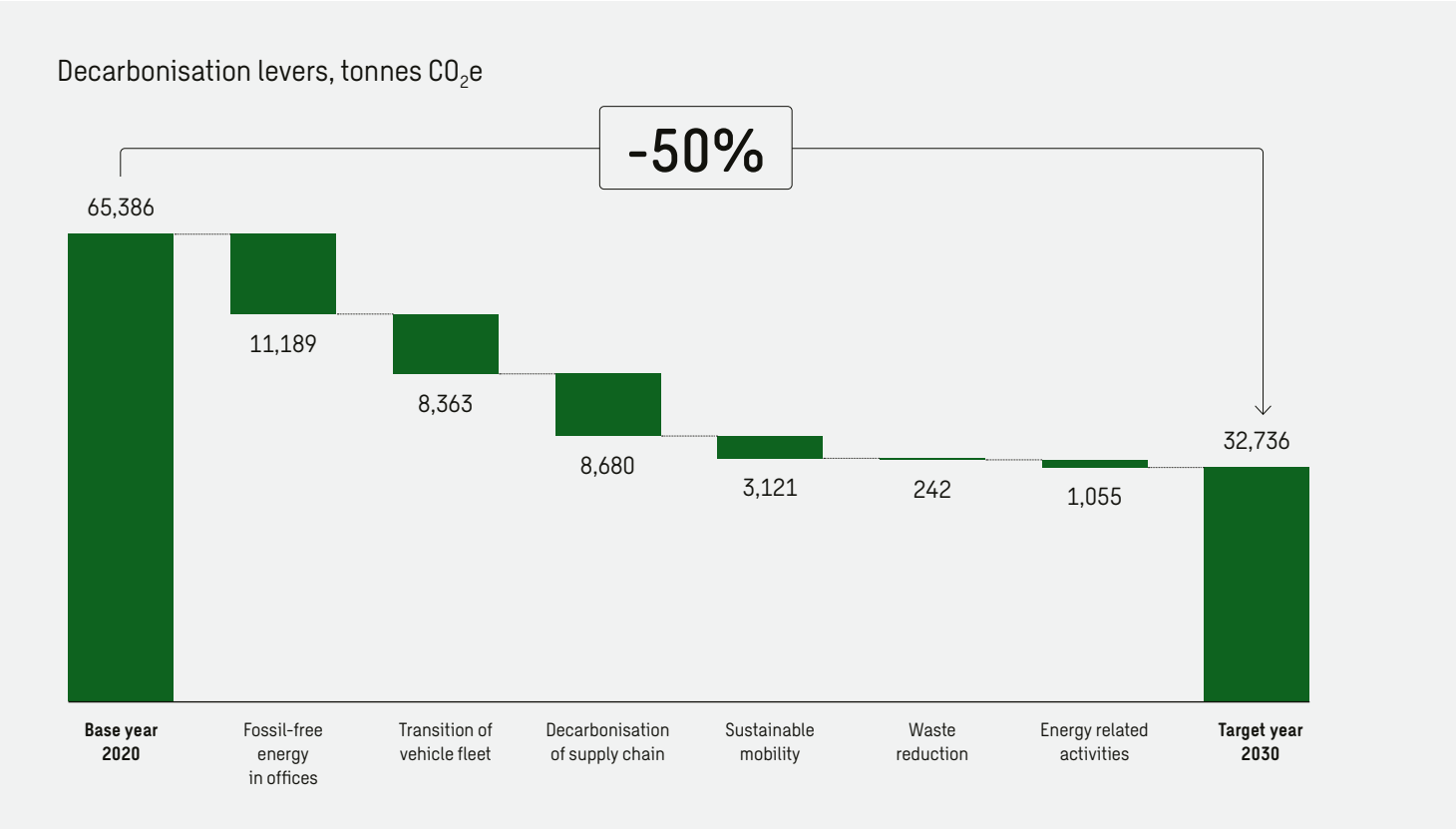
- Transition to fossil-free energy in offices
- Transition of the vehicle fleet
- Decarbonisation of supply chain
- Sustainable mobility

In addition to these focus areas, Sweco considers circularity to be an important enabler of the company's transition towards net-zero, both in the company's supply chain and in own operations.

Internal dependencies

Depending on the type of emissions, different options are available to reduce Sweco's climate footprint. Direct emissions from Sweco's own operations can generally be addressed more effectively through internal decisions, policies and operational measures, such as electrifying the vehicle fleet, phasing out fossil-based heating, and increasing the procurement of renewable energy for office operations.

Reducing indirect emissions is inherently more complex, as progress depends largely on external factors – such as Sweco's suppliers, IT partners, transport operators, landlords, and subconsultants making similar commitments and progressing on their own transition pathways.



External dependencies

Sweco's ability to achieve its climate targets depends on several external factors, including future policy developments, market conditions, regulatory requirements, technological maturity, and infrastructure availability. A feasibility review of the Business Areas' transition plans showed that these dependencies require to be continuously monitored and actively managed to ensure continued progress towards the company's targets. Critical external dependencies include investments in and the advancement of transport electrification across Europe, the availability of renewable and fossil-free energy, and access to electric vehicles, lorries and machinery. Many of Sweco's suppliers are global companies whose own net-zero targets extend beyond 2040. This may limit the pace at which indirect emissions reductions can be achieved in Sweco's upstream value chain and could affect the company's ability to fully deliver its Scope 3 reductions target by 2030.

External dependencies impacting Sweco's climate transition

Infrastructure for electrification	Availability of renewable energy	Access to fossil-free vehicles and machinery	Suppliers' net-zero transition
The development of charging and electrification infrastructure in Central and Eastern Europe is crucial for Sweco's ability to transition its vehicle fleet.	Investments in renewable energy across Europe – especially in Central and Eastern Europe, but also to some extent in the Nordics – are essential. Although the EU's RePowerEU initiative includes significant planned investments, the timelines and implementation details remain uncertain.	Fossil-free alternatives are not yet widely available in all local markets, limiting opportunities for rapid emissions reductions.	Many of Sweco's global IT suppliers have net-zero targets set beyond 2040. This misalignment creates challenges for achieving the necessary reductions in Scope 3 emissions.

Sweco will continue to track these external dependencies and integrate them into its transition planning to maintain alignment with its climate goals and future developments.

Impact of growth and acquisitions

Sweco's continued growth, including through acquisitions, affects the company's emissions and requires targeted efforts to ensure continued progress towards its climate objectives. Additional emissions typically arise through increased office space and purchased energy, expansion of the vehicle fleet, and increased volumes of purchased goods and services. Growth in the number of full-time employees (FTEs) may also lead to increased emissions from business travel and employee commuting, particularly in the short-term perspective.

To manage these impacts and ensure continued progress toward company targets, Sweco's strategy includes:

- Conducting climate-related risk and emissions assessments as part of the due diligence process for any potential acquisition.
- Integrating acquired companies into local climate transition plans during the post-acquisition integration phase.

By systematically integrating acquired companies into its transition plans, Sweco safeguards progress toward its climate targets while extending climate-related capabilities and transition measures across a broader operational footprint. Acquisitions are therefore not viewed as a barrier to decarbonisation, but rather as an opportunity to strengthen Sweco's contribution to sustainable development within local markets.

Financing the transition

Implementation of Sweco's climate transition plan may require investments related to office relocation or refurbishment, energy efficiency improvements, and renewal of the vehicle fleet. Additional investments may also arise from supplier engagement initiatives, digital solutions, and measures supporting more sustainable mobility and circularity practices.

To date, Sweco has not estimated long-term costs associated with the company's decarbonisation levers. However, a high-level assessment at Business Area level indicates that no significant costs are currently expected in relation to achieving the company's 2030 climate targets. Based on this assessment, Sweco does not currently plan to develop a detailed capital (CapEx) or operational expenditure (OpEx) plan pursuant to Commission Delegated Regulation (EU) 2021/2139. Sweco annually discloses the total CapEx related to vehicle fleet and office premises in accordance with the Commission Delegated Regulation (EU) 2021/2178 as part of the EU Taxonomy disclosures included in its Sustainability Statement.

Sweco will continue to review and refine its key decarbonisation levers, including associated costs and investments needed to implement the climate transition plan.

Potential lock-in of GHG emissions

Sweco's largest climate impact is associated with emissions in its upstream value chain rather than from owned assets. As a result, the company's primary exposure to potential GHG emissions lock-in relates to supplier dependencies and the pace of decarbonisation across external markets.

Reducing supplier-related emissions remains structurally challenging, particularly as a significant share of emissions originates from suppliers where Sweco has limited control. While engagement with larger strategic suppliers enables emissions reductions and improved climate performance, influencing smaller and medium-sized suppliers may be more difficult due to limited reporting maturity, lower transition capacity, or restricted availability of low-carbon alternatives.

Other decarbonisation levers, such as fossil-free energy in office premises and transition of vehicle fleet, are not currently considered to pose a significant risk of long-term GHG emissions lock-in. Where fossil-free energy or heating solutions are not available in existing office premises, Sweco generally retains the flexibility to relocate to facilities with improved access to fossil-free electricity. Sweco's vehicle fleet transition pathway assumes continued decarbonisation of Europe's transport systems and increasing market availability of electric and fossil-free vehicles towards 2040. Although certain categories of heavy machinery may experience slower technological development and market adoption, these assets represent a relatively limited share of the company's total emissions profile and are therefore not considered material sources of potential lock-in of GHG emissions.

Fossil-free energy in offices

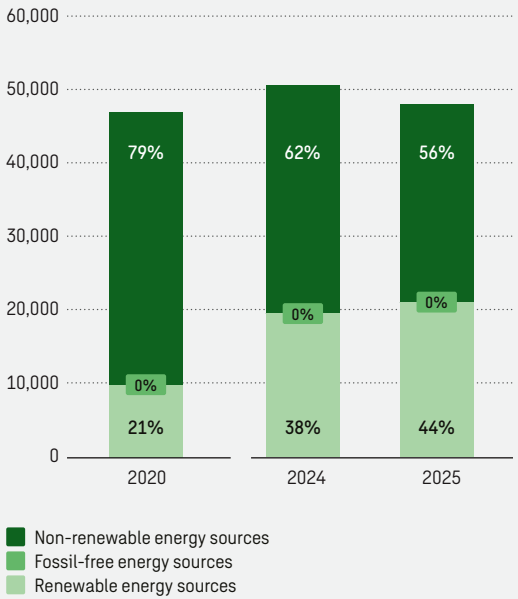
This decarbonisation lever includes the sub-targets and actions addressing Sweco's energy use and consumption in offices. It covers direct emissions from energy use (Scope 1), indirect emissions from purchased electricity and heating (Scope 2), as well as relevant Scope 3 emissions associated with energy related activities not included in Scope 1 or 2.

Apart from one office property in Belgium, Sweco operates primarily from leased office premises. As a result, the company's ability to influence energy performance and fossil-free energy access depends partly on collaboration with landlords, property owners, and energy providers. The transition measures within this decarbonisation lever therefore focus on improving energy performance within existing office operations and on strengthening sustainability requirements in relation to leased premises and future locations. The defined sub-targets and actions are intended not only to reduce GHG emissions, but also to improve workplace attractiveness and quality, resource efficiency, and the long-term operational sustainability in alignment with Sweco's broader environmental objectives.

Sweco's Scope 2 reduction target is based on a market based accounting approach, meaning that emissions reductions are primarily achieved through increased use of renewable energy in office premises. In parallel, Sweco implements measures to improve energy efficiency, including include optimisation of energy use, improved technical systems, smarter utilisation of office space, and sustainability considerations in office relocation and refurbishment processes. Through these combined efforts, Sweco aims to gradually reduce both operational energy demand and the carbon intensity of energy used across its office portfolio.

Target year	Sub-target	Planned actions	KPI to measure progress
2035	Reduced gas dependency	• Moving out of offices that are not suitable for climate-neutral renovations and relocating to ones that allow for installation of PV/other renewable technologies • Mapping and planning for decreasing gas dependencies in offices • Relocating from offices that are currently dependent on gas or replacing these with more carbon friendly solutions.	# of offices with gas % of offices with gas (by sqm)
2032	100 per cent renewable energy in offices	• Purchasing green electricity contracts for office buildings • Increase the number of renewable energy contracts where feasible • Ensuring that new office contracts are powered by renewable energy by integrating into this as a requirement in new contracts. • Improving office infrastructure for biking, including charging for e-bikes, locker rooms, and bike rooms. • Ensuring new offices are accessible by public transport to support commuting alternatives	% renewable energy
Ongoing	Increase energy efficiency in offices by setting higher requirements when relocating and retrofitting	• Implementing energy efficiency policies such as LED lighting controls and installing meters for energy monitoring • Group-wide analysis of current status and possible energy efficiency measurements in offices and investigate the possibility of setting energy efficiency targets on BA and Group level • In dialogue with Sweco's landlords work to increase energy efficiency through optimisation and smart solutions and actions that enable energy savings in offices • For new offices work towards a higher alignment with the EU taxonomy requirements by developing a group-wide minimum requirement for offices	% of offices taxonomy-aligned annually

Energy consumption by energy source 2020–2025, %



Since 2020, Sweco has made significant progress in increasing the share of renewable energy used in the offices, with the share of renewable energy increasing by 23 percentage points compared to the 2020 baseline year.

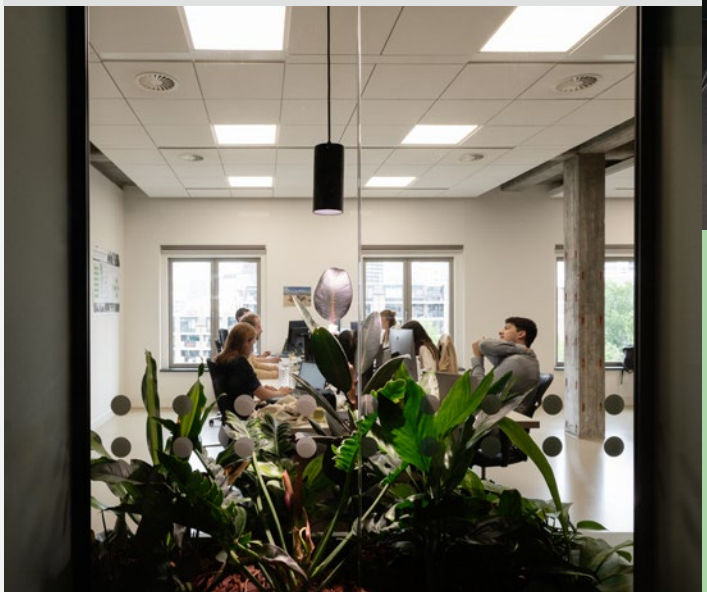
Between 2024 and 2025, Sweco also recorded a reduction in the overall energy consumption. This decrease was driven by a combination of energy efficiency measures, relocation from less energy-efficient office premises, as well as milder winter conditions, which reduced the level of energy consumption.

Sweco Denmark
In 2026, Sweco will replace the heating system in its Kolding office in connection with the upgrade of laboratory facilities and office premises accommodating approximately 125 employees. The transition from gas-based heating to district heating is expected to reduce annual emissions by approximately 50 tonnes CO_2e associated with the office's current gas consumption.

Sweco Germany
Sweco Germany is systematically working to reduce its operational footprint through targeted office relocations and space optimisation. In 2026, offices in Cologne and Halle will be relocated to smaller, more energy efficient office premises. These actions are expected to reduce total floor area, lower energy consumption for heating, cooling and lighting, and decrease associated GHG emissions.

Sweco UK
Sweco UK aims to phase out all gas consumption in office operations by 2030.





Sweco Finland
A review of space utilisation efficiency and optimisation of office layouts to better align with actual operational needs, reducing underutilised areas and improving overall resource efficiency.

Transition of vehicle fleet

This decarbonisation lever includes the sub-targets and actions related to Sweco's vehicle fleet. It includes direct emissions from company-owned and leased vehicles within Sweco's own operations (Scope 1), as well as relevant indirect emissions (Scope 3) associated with transportation and energy related activities not reported under Scope 1.

Sweco's vehicle fleet consists primarily of light vehicles, including passenger cars used for travel to and from client assignments and project sites. The fleet also includes a smaller share of heavy machinery, lorries, and trucks. The size and composition of the fleet vary across Business Areas, resulting in different levels of dependency on vehicle related operations.

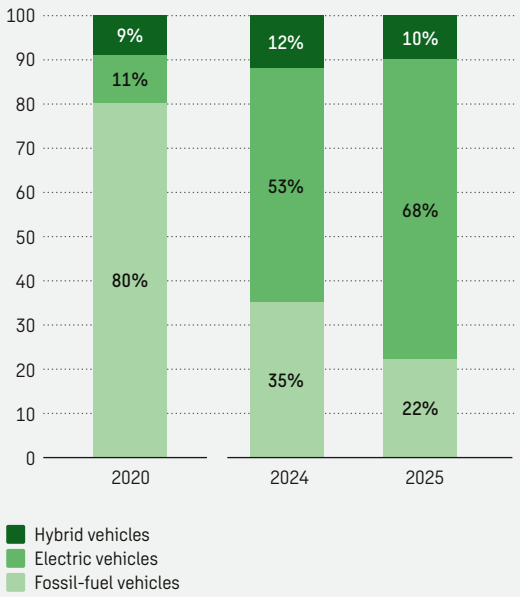
Achieving the targeted emissions reductions requires a comprehensive transition of the vehicle fleet towards low-carbon mobility solutions. Sweco therefore prioritises accelerated electrification of light vehicles and increasing the use of fossil-free fuels in segments where electrification is not yet technically or operationally feasible. For heavy machinery, lorries, and trucks, this transition includes expanded use of renewable fuel alternative such as HVO100 and other sustainable fuel options.

To support the fleet transition, Sweco is also expanding access to charging infrastructure in connection with office premises. Increased availability of charging solutions is intended to support employees, visitors and clients while facilitating broader adoption of electric mobility.

Target year	Target	Planned actions	KPI to measure progress
2032	100 per cent fossil-free vehicle fleet	• Replacing current fossil fuel cars and vans with fossil-free vehicles such as electric, hybrid and HVO • Strengthening local travel policies and monitoring the enforcement of such • Providing chargers for electric vehicles at offices • Transitioning company car fleets to electric vehicles and providing green public network charging passes	% electric vehicles



Composition of Sweco's vehicle fleet, %



Since 2020, Sweco's vehicle fleet has increased by 67 per cent, primarily driven by acquisitions. Over the same period, the company has made significant progress in advancing the electrification of its fleet. In 2025, 68 per cent of Sweco's vehicle fleet consisted of fully electric vehicles, representing an increase of 57 percentage points compared with the 2020 baseline year.



Sweco Netherlands
Continue expanding and upgrading charging infrastructure for electric vehicles at office locations to support the transition to electric mobility for employees, clients and visitors.

Sweco Denmark
New fuel guidelines for lorries will be implemented in 2026 to support a gradual transition towards HVO biofuel and reduced emissions from heavy transport. The target is for 80 per cent of fuel consumption for lorries to consist of HVO fuel by 2030.

Sweco Poland
A new travel plan will be developed and implemented in the coming years to enable the transition from fossil fuel-powered passenger cars towards more sustainable modes of transportation and lower-carbon mobility solutions.



Decarbonisation of supply chain

Indirect GHG emissions from Sweco's supply chain represent the largest share of the company's total climate footprint, accounting for 54 per cent of total emissions in 2025. These emissions primarily stem from the Scope 3 categories purchased goods and services and capital goods, which together represent the majority of emissions across all Business Areas. As a result, this decarbonisation lever is essential for Sweco's ability to deliver on its climate targets and reach net-zero by 2040.

This lever defines the sub-targets and actions required to decarbonise Sweco's supply chain, focusing on high impact procurement categories such as IT hardware and software, subconsultants, food and beverages, machinery, as well as office furniture and interior materials.

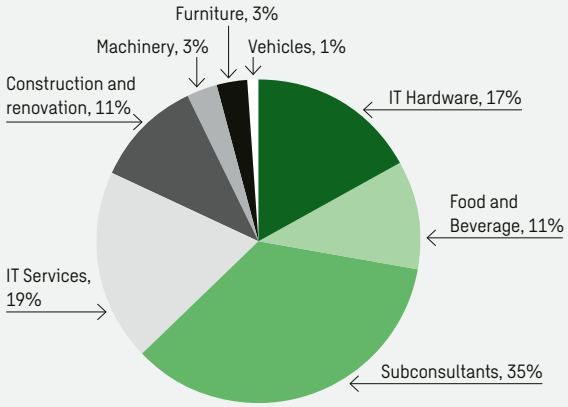
There is a clear connection between office refurbishments cycles and emission from capital goods, as retrofits and office upgrades can temporarily increase emissions associated with furniture, technical installations, and interior fit-outs. These emission categories are currently estimated largely through spend-based methodologies rather than primary supplier data. Achieving the targeted 30 per cent reduction in Scope 3 emissions by 2030 will therefore require significant improvements in data quality, data collection processes, and calculation methodologies. Most importantly, it will demand strengthened supplier engagement across all Business Areas in the coming years.

Approximately 36 per cent of emissions within the purchased goods and services category originate from IT hardware and software suppliers, while 35 per cent are linked to subconsultants. The remaining share relates to purchases of food and beverages. Management of these supplier groups varies across the organisation. Procurement and engagement related to IT hardware and software suppliers are primarily coordinated at a Group level, whereas procurement of subconsultants, food and beverage services is managed locally within the respective Business Areas.

Description of sub-targets and planned actions

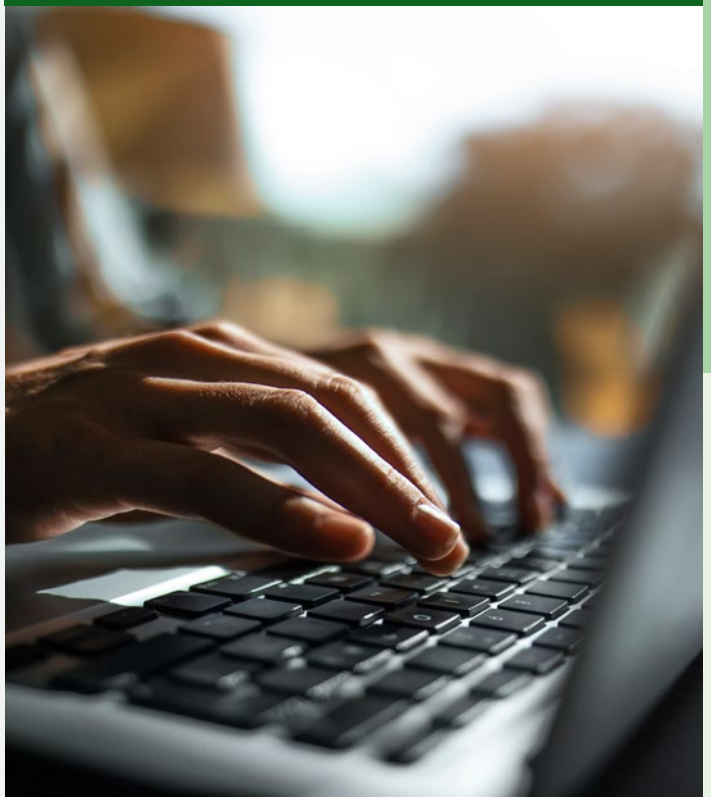
Target year	Target	Planned actions	KPI to measure progress
Ongoing	Increase the use of primary data when calculating supply chain emissions	• Dialogues with suppliers to increase the use of primary data	% primary data
2028	Largest suppliers of IT-related services and products to have SBTi-validated climate targets or Climate Transition plans	• Mapping of Sweco's suppliers, with particular focus on suppliers of IT-related services and products • Accelerate dialogue with suppliers and integrate sustainability requirements into supplier contracts • Transition from spend-based to supplier-specific emissions calculations	# of suppliers with SBTi targets/ commitments or climate transition plans
2030	100 per cent renewable energy in AI development and digitalisation	• Integrate renewable energy requirements into supplier contracts • Transition from spend-based to supplier-specific emissions calculations	Under development
2028	100 per cent renewable energy in data centres used by Sweco	• Integrate renewable energy requirements into supplier incentive programmes and contracts	% renewable energy
2030	95 per cent recycling rate for IT hardware	• IT guidelines and procedures that facilitate increased recycling and circularity • Initiatives to increase employees' awareness about recycling	Tonnes CO_2e savings % IT hardware Reused annually

GHG emissions per sub-category allocated to Sweco's supply chain emissions (in Purchased goods and services and Capital goods)



Sweco's strategy for supplier engagement and improved data quality focuses on prioritising the largest and most influential suppliers. This includes suppliers that together represent 70–80 per cent of total spend and have more than 500 employees, ensuring that efforts are directed where they can deliver the greatest impact on emissions reductions and data transparency.

Sweco UK
Sweco UK will strengthen the integration of climate and environmental considerations into procurement and supplier management through targeted measures, including carbon and net-zero assessments in supplier selection, sustainability clauses in subcontractor agreements, enhanced collection of supplier-specific emissions data, environmental criteria in supplier audits, and reduced purchasing of new goods through reuse, refurbishment, and more circular procurement practices.



Sweco Finland
Sweco Finland has developed sustainability criteria and procurement instructions to support selection and evaluation of vendors and suppliers. These criteria are planned to be progressively applied to the company's largest suppliers and procurement categories to strengthen integration of environmental and sustainability considerations into purchasing decisions.

Sweco Denmark
Supplier engagement with canteen service providers focuses on increasing the availability of healthy daily meal options with reduced meat content and a higher share of plant based ingredients. Supplier agreements also include requirements related to climate performance, including reporting of CO_2 data and the establishment of climate targets.

Sweco IT
Sweco will prioritise engagement with the five largest IT software suppliers, which together represent approximately 70 per cent of total IT-related spend, to strengthen integration of environmental requirements and increase the availability of supplier-specific primary emissions data.

Sustainable mobility

This decarbonisation lever addresses Sweco's indirect GHG emissions (Scope 3) related to business travel and employee commuting. It includes emissions from travel to and from client sites, internal meetings, and commuting between employees' homes and Sweco offices. As mobility-related emissions are strongly influenced by local conditions – such as geography, transport infrastructure, urban density, and regulatory frameworks – detailed targets and measures are defined within the local transition plans of each Business Area. This decentralised implementation reflects the diversity of operating conditions across Sweco's markets and limits the feasibility of prescribing fully standardised Group-wide measures. Nevertheless, a common set of overarching principles and enabling actions is essential to drive progress across the organisation.

Sweco's mobility framework focuses on local travel and mobility policies actively promoting sustainable modes of transport, improving access to public transport and cycling infrastructure in the vicinity of Sweco offices, and encouraging mobility solutions that also support employee health and well being.

The largest share of business travel emissions arises from air travel and the use of private vehicles for travel to client sites. These travel patterns are partly linked to Sweco's decentralised operating model and strong local market presence, which require close collaboration with clients and project teams across multiple locations. Reducing travel-related emissions therefore requires consistent yet locally adapted measures and incentives that balance climate objectives with employee well being and the operational requirements of efficient project delivery.

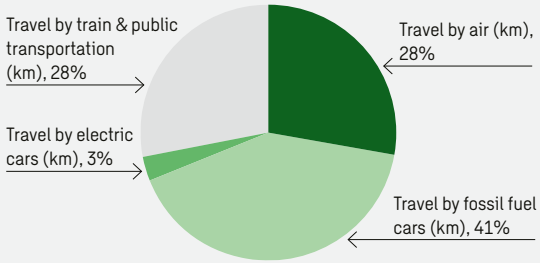
To reduce emissions from air travel, Sweco is implementing measures such as reassessing the location, frequency, and format of large internal meetings and events, prioritising digital meetings and hybrid collaboration where feasible. Other measures include increasing the use of sustainable aviation fuels, including biofuels, where no viable low carbon alternatives are available. Specific measures and implementation pathways vary across Business Areas and are adapted to local and national standards, regulations, infrastructure availability, and established travel practices.

Description of sub-targets and planned actions

Target year	Target	Planned actions	KPI to measure progress
2030	Enable sustainable mobility for employees	• Incentives and provide mobility solutions that promote employee business travel and commuting with eco-friendly alternatives in and around Sweco offices. • Implementation and follow-up of guidelines for mobility and sustainable travel.	Under development

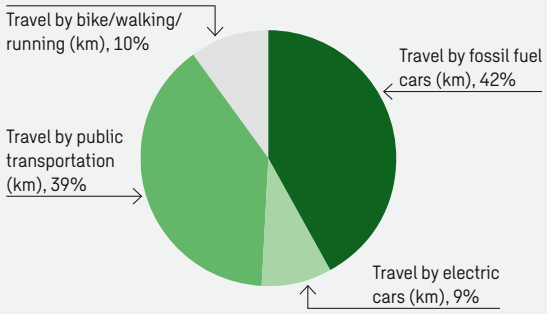


Business travel in kilometres by different travel mode in 2025



The majority of Sweco's business travel to and from clients, sites, and other events is undertaken by fossil fuel cars or by air, together accounting for approximately 69 per cent of total travel in 2025. The graph above represents approximately 70 per cent of the total travel in 2025.

Employee commuting in kilometres by different travel mode in 2025



The majority of Sweco's employees travel to and from the office by electric car, bicycle, on foot, or by public transportation, accounting for 58 per cent of all commuting in 2025, while 42 per cent is undertaken using fossil fuel cars. The graph above represents approximately 82 per cent of the total travel in 2025.

Sweco Sweden
Implementing a requirement for 50 per cent sustainable aviation fuel (biofuel) for all flights starting 1 January 2026, which is expected to reduce CO_2 emissions per flight by approximately 40 per cent.



Sweco Netherlands
Sweco supports sustainable employee mobility by providing shared bicycles at offices at office locations for travel to client meetings, offering financial incentives for employees who commute by bicycle, and fully covering the cost of public transportation for daily commuting.

Sweco Norway
Sweco is expanding office infrastructure to support more sustainable commuting, including the provision of secure bicycle parking, changing and shower facilities, as well as offering leasing options for e bikes to encourage low carbon mobility among employees.



Sweco Lithuania
Sweco runs an annual step challenge initiative aimed at raising awareness of sustainable mobility and promoting employee well being. Through this initiative, employees are encouraged to walk or cycle when commuting to the office, supporting both healthier lifestyles and lower carbon travel habits.

Circularity in offices

As a knowledge-based company, Sweco has limited direct dependency on raw materials in its own operations. The company's primary resource-related impacts and dependencies instead arise through its supply chain, particularly through suppliers' ability to provide circular and resource efficient solutions. This is especially relevant for IT hardware, office furniture and during retrofits and renovations, where increased circularity and close collaboration with landlords are critical for reducing material use, improving resource efficiency, and lowering Sweco's impact on environment and nature.

Circularity in offices also serves as an enabler for several other decarbonisation levers, including fossil-free energy in offices and supply chain decarbonisation. Sweco has therefore identified circularity as a priority both for reducing emissions from office renovations – by reusing existing furniture or sourcing second hand alternatives – and for minimising environmental impact on nature through reduced demand for new materials. Circular principles are also essential when working with landlords during office retrofits to ensure more sustainable construction processes and material choices.

Description of sub-targets and planned actions

Target year	Target	Planned actions	KPI to measure progress
2030	Increased recycling and reuse in offices	• Increase recycling and reuse of furniture and fittings when relocating or procuring offices • Dialogue with landlords to increase circularity when remodelling and renovating offices • Increase recycling and reuse of furniture and fittings when relocating or procuring offices • Improved data collection and analysis of circularity	Under development



Sweco Sweden
In the renovation of larger offices in Sweden, Sweco's own architects collaborate closely with landlords to integrate circular solutions early in the design and planning process. A high share of furniture is reused, supported by Sweco's digital innovation ReUseApp – a tool that enables available items to be catalogued together with associated carbon data. This facilitates interior design based on existing materials and significantly reduces the need for new materials, products, and related embodied emissions.





Sweco Lithuania
Sweco will strengthen waste management practices across all office locations, apply circularity principles to office equipment, and encourage employees to incorporate circular and resource-efficient habits into their daily work.



Governance, engagement and implementation

Delivering on climate ambitions requires clear governance, strong local ownership, and active engagement across Sweco's organisation and the value chain. This chapter outlines how the Climate Transition Plan is governed, implemented, and followed up across the Group.

Governance and implementation

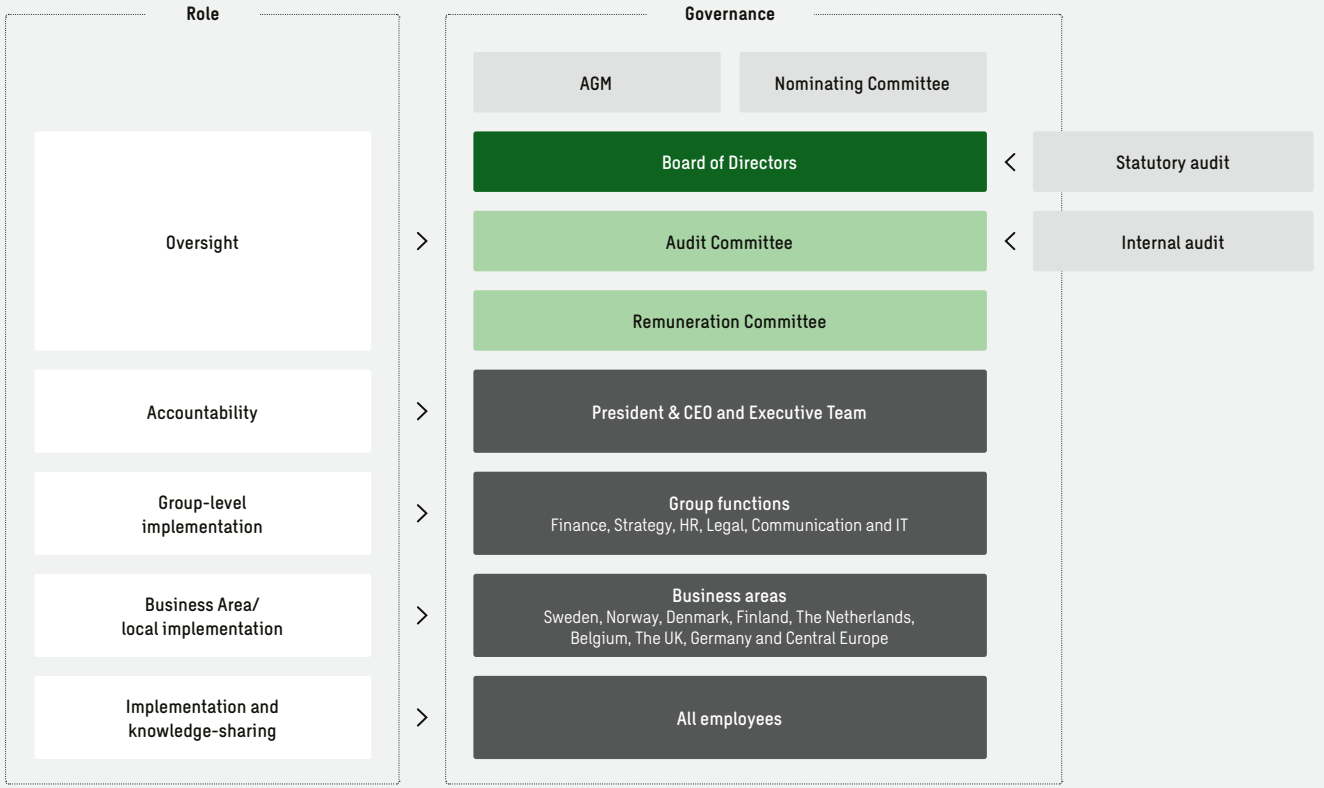
This Climate Transition Plan is anchored in Sweco's overall strategy and is built on local transition plans developed by each Business Area. These local plans define targets, actions, and implementation pathways tailored to local conditions, emissions profiles, and operational priorities.

Ownership and accountability for the local transition plans rest with the respective Business Area President and local management team.

Sweco's climate transition plan was approved by Sweco AB's President & CEO and the Executive Team in 2024. Its governance and implementation reflect Sweco's decentralised operating model, under which each Business Area is responsible for implementating, executing and monitoring of its local transition plan in alignment with Group-level ambitions and targets.

Group Finance has dedicated responsibility for development, leading, supporting, and monitoring Group-wide targets and KPIs, as well as coordinating environmental reporting. The Audit Committee receives regular updates on regulatory matters including European Sustainability Reporting Standards (ESRS) compliance, while GHG performance is formally reviewed and anchored with the Audit Committee on an annual basis.

Governance structure



Tracking the effectiveness of the plan

Sweco's near term targets are reviewed every three years to ensure continued relevance in light of evolving policy, market, and technological developments across its operating markets. During 2025, efforts were made to integrate local transition plans into the annual business planning and budgeting cycle, ensuring that measures, actions, and KPIs are embedded in Sweco's operational and financial decision making processes. Local targets are broken down into annual actions and milestones to support continuous progress.

Progress against the annual action plans is monitored through quarterly follow ups with the Business Areas. Quarterly updates are provided to the President & CEO and CFO, and a consolidated progress report is presented to the Executive Team on an annual basis. Sweco publicly discloses its climate footprint on an annual basis in its Annual Report. Since 2025, Sweco also reports environmental information in accordance with the European Sustainability Reporting Standards (ESRS).

To promote best practices and collective action across the organisation, Group-wide forums have been established. While Sweco has not yet defined a Group-wide KPI to track the effectiveness of increased circularity in offices, the company will further explore the development of such KPIs in the coming years.

Engagement with employees, suppliers and society

Effective delivery of Sweco's climate transition plan depends on active engagement with employees, suppliers, and the wider society in which the company operates. As a knowledge-based, decentralised organisation, Sweco's environmental impact and its ability to reduce GHG emissions are strongly influenced by individual behaviours, value chain partnerships, and the broader transition of markets and communities. Engagement with employees, suppliers, and society is therefore essential to ensure that Sweco's climate transition plan is actionable, credible, and scalable. It enables behavioural change, drives innovation, reduces value chain emissions, and supports alignment between Sweco's climate ambitions and real world implementation. Through continuous engagement and collaboration, Sweco strengthens its ability to deliver on its climate targets while contributing to broader environmental and societal goals.

Employee engagement

Employees play a central role in achieving Sweco's climate targets, as many emission sources – such as business travel, commuting, energy use in offices – are directly influenced by everyday choices and ways of working. Engaging employees is therefore essential to translate strategic targets into practical action.

Sweco engages employees through internal communication, leadership alignment, training, and guidance that support low carbon decision making in daily operations. This includes promoting sustainable travel and mobility, energy-efficient office practices, and climate-aware project planning. Empowering employees with knowledge and tools not only supports emission reductions, but also strengthens engagement, wellbeing, and Sweco's ability to attract and retain talent in a rapidly changing labour market.

Supplier and value chain engagement

A significant share of Sweco's climate footprint lies in the value chain, making collaboration with suppliers a key enabler of the transition. Sweco engages with suppliers to encourage transparency, improved emissions performance, and the adoption of low carbon solutions, particularly in areas such as energy supply, vehicles, travel services, IT equipment and software, and office premises.

Through procurement processes, supplier dialogue, and sustainability requirements, Sweco seeks to influence purchasing decisions and support the development of more sustainable markets. Engagement with suppliers is also important to ensure the availability of low carbon alternatives over time and to manage climate related risks related to cost, availability, and regulatory change.

Engagement with society and clients

As a leading consultancy in architecture, engineering, and environmental services, Sweco has an important role in enabling the wider societal transition to a low carbon and climate resilient society. Engagement with clients, public authorities, industry partners, and other stakeholders allows Sweco to contribute its expertise, support sustainable solutions, and enable climate action beyond its own operations.

By actively participating in dialogue, partnerships, and industry initiatives, Sweco contributes to knowledge sharing, innovation, and the development of standards and practices that support the transition. This engagement strengthens Sweco's credibility, supports long-term business resilience, and ensures that climate considerations are integrated into decision-making across society.

Sweco plans and designs tomorrow’s sustainable communities and cities. With the collective knowledge of our 23,000 architects, engineers and other experts, we work together with our clients to facilitate the green transition, maximise the potential of digitalisation and to strengthen Europe’s competitiveness and resilience.

Sweco – Transforming society together

SWECO