



DekaBank: The business case for environmental management and sustainability

Contents

Background	03
Challenge.....	03
Solution	
Phase 1: Integrated management system	04
Phase 2: The environmental programme	04
Phase 3: The implementation	05
Business Case	06
Best Practices	07

DekaBank: The business case for environmental management and sustainability

DekaBank's environmental management team implements environmental performance management across the DekaBank Group and realises substantial savings. The success of the environmental programme and the integrated continuous improvement process paves the way for the group-wide integration of sustainability principles into the business operations.

Background

DekaBank is the central asset manager for the Sparkassen-Finanzgruppe (German Savings Banks Finance Group), one of the world's largest finance networks. During recent years, the demands for the company to adopt environmentally responsible and sustainable business practices has increased significantly.

Various stakeholder groups, including institutional investors and customers, have been calling for a stronger focus on sustainability by the company. The bank is expected to take social and ecological aspects into account, and, of course, to be economically successful as well. Hence, cost factors like rising raw material prices and energy costs are additional arguments for more efficiency and sustainable business processes in general.

Challenge

An analysis of the environmental impacts of DekaBank's business operations, by the bank's environmental management team, revealed that the detection of inefficient business processes was hindered by a lack of reliable data and in particular, by a lack of central analysis. Specifically, the team identified the need for continuous improvement of the bank's environmental performance in the context of a management system as well as the creation and implementation of an environmental programme. Resulting achievements should be communicated to the different stakeholder groups in a transparent manner and in consideration of established environmental reporting and CSR standards.





»» **The integrated software solution and the experienced consultants of PE INTERNATIONAL have helped us not only to make our business processes more sustainable but also to raise our cost efficiency and to strengthen our corporate image.«**

Dr. Wolfgang Steiniger, Head of Innovation, Complaint and Environmental Management, DekaBank

Solution

Phase 1: Integrated management system

With the advisory services of PE INTERNATIONAL's experienced consultants, DekaBank implemented an environmental management system (EMS), certified to ISO 14001. This included the adoption of an environmental policy with specific objectives agreed by the Board of Directors.

During the implementation process, PE INTERNATIONAL ensured optimal integration of the EMS into DekaBank's existing business processes.

PE INTERNATIONAL implemented the SoFi Software Solution, a centralised sustainability management platform. It enables DekaBank to centrally manage data collection, analysis and assessment, also providing for the benchmarking of buildings, locations and business units. This solution clearly identified inefficiencies and potential improvements to DekaBank's environmental performance.

Phase 2: The environmental programme

In the next step, PE INTERNATIONAL carried out company inspections in the scope of two sustainability workshops with internal stakeholders. Their aim was to clarify and establish further improvement areas and specific measures for the environmental programme.

The final package of measures included 20 projects to improve resource efficiency and environmental performance. The measures were prioritised based on the following criteria:

- 1) Contribution to the improvement of environmental performance
- 2) Implementation costs
- 3) Anticipated cost savings

Through the resulting final environmental programme, DekaBank saved more than EUR 500,000 over two years. The PE INTERNATIONAL sustainability workshops formed the basis for the implementation of the environmental programme and enhanced the internal capacity-building of the environmental management team.

»» **The implementation of the Environmental Management System certified to ISO 14001 at DekaBank is very functional, highly efficient, and has been carried out at a comparatively fast pace.«**

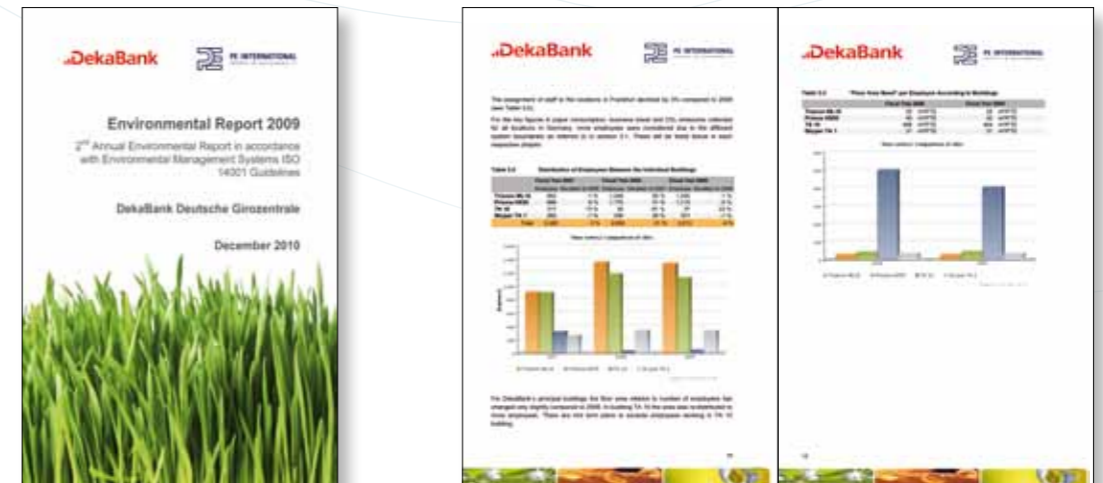
Dr. Ralf Utermöhlen, Environmental Auditor, AGIMUS GmbH

Phase 3: The implementation – sustainability performance management and communication

By implementing those environmental measures with the highest return on investment (environmental improvements, costs and saving potentials), DekaBank recorded significant savings of EUR 300,000 within a few months. Furthermore, the adoption of a certified Environmental Management System created a solid foundation for the systematic environmental performance management across the whole DekaBank Group.

The success of both the Environmental Management System and the environmental programme lead to the company-wide establishment of principles of resource efficiency and sustainability. Furthermore, this actively encouraged the integration of those principles into all of the bank's business processes.

Supported by PE INTERNATIONAL, DekaBank produced its first environmental report, which was incorporated into the sustainability report according to the Global Reporting Initiative (GRI) framework.



Business Case

The investment in the implementation of the ISO-certified EMS and the SoFi Software solution for centralised sustainability management paid-off after only a few months.

Within two years, savings of more than EUR 500,000 were realised, and the continuous enhancement of the environmental programme, supported by PE INTERNATIONAL, is expected to lead to further cost savings going forward.

Examples of environmental measures already in place:

- Reduction of energy costs for the operation of IT hardware through behavioural change and modernisation. Savings: EUR 111,000 per year.
- Reduction of paper consumption for printed advertising material and publications by 29 % through an increased use of electronic media. Savings: EUR 170,000 per year.

Best Practices

Performance management

A certified Environmental Management System focused on a continuous improvement process forms a solid basis for successful, performance-oriented sustainability management.

Business Case

When evaluating sustainability measures both the contribution to sustainability objectives and the financial goals have to be accounted for. This is the only way to establish a strategic approach towards sustainability.

Inclusion of products

In addition to business operations, products play an important role in sustainability performance management. The impacts of the products are often more profound than those of general business operations.

Consistent data collection

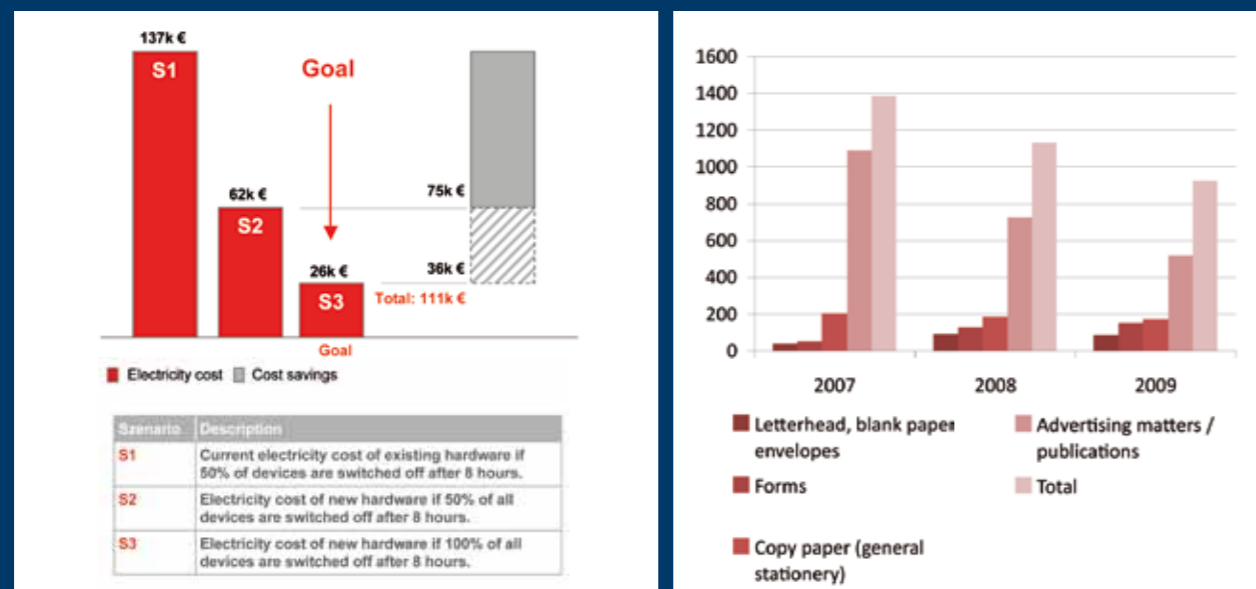
In order to assess and manage the actual company performance, environmental and sustainability data must be collected and analysed in a centralised system. By analysing and benchmarking locations, buildings and business units, PE INTERNATIONAL's centralised sustainability management platform SoFi enables the identification of areas where savings measures can be applied.

Internal expertise and cooperation

Increasing the expertise of internal teams and involving the company's key staff is essential for a successful environmental and sustainability programme. The integration of responsibility and sustainability into the business model is ensured by a broad communication network and cooperation between all business units.

Communicating achievements

The strategic communication of achievements from sustainability programmes to internal and external stakeholders enhances the reputation of the company and guarantees competitive differentiation. Advantages, such as the improvement of sustainability ratings, brand image and product differentiation, as well as the recruiting and motivation of employees, contribute to economic success and a positive corporate image.



Savings in energy costs

Paper consumption trends



The SoFi Software solution is the main tool for controlling our environmental programme, and it supports us in defining sustainability objectives and monitoring our progress. The integrated solutions of PE INTERNATIONAL help us to create both ecological and business value.»

Dr. Wolfgang Steiniger, Head of Innovation, Complaint and Environmental Management, DekaBank





PE INTERNATIONAL
EXPERTS IN SUSTAINABILITY



DekaBank – Solution at a Glance

Industry and headquarters

Financial services, Germany

Scope

Data collection; implementation of an environmental management system certified to ISO 14001; environmental programme; sustainability performance management

Products and services

SoFi Software, support of the entire environmental management process

Advantages

Environmental management system as a basis for the group-wide sustainability management

Environmental programme achieved savings of more than EUR 500,000 within the first two years

Experts in Sustainability - About PE INTERNATIONAL

PE INTERNATIONAL is a leading provider of sustainability management software and expert consulting services. For more than 20 years, PE INTERNATIONAL's enterprise sustainability solutions have enabled businesses to understand their impact on the environment, improve their performance and succeed in the market place. PE INTERNATIONAL has 20 offices across the globe and more than 1,500 customers.

***PE INTERNATIONAL operates 20 sites worldwide.
Get in touch with your local contact: sofi@pe-international.com***

PE INTERNATIONAL AG

Hauptstraße 111-113
70771 Leinfelden-Echterdingen
Germany

Phone +49 711 341817-0
Fax +49 711 341817-25

info@pe-international.com
www.pe-international.com

