



INNOVATION RESEARCH
INTERCHANGE
Accelerating Value Creation

A division of the National Association of Manufacturers

IRI | INNOVATORS 2025 | SUMMIT

May 19–21 / Chicago, IL



A division of the National Association of Manufacturers

Sustainability: Balancing Compliance and Innovation

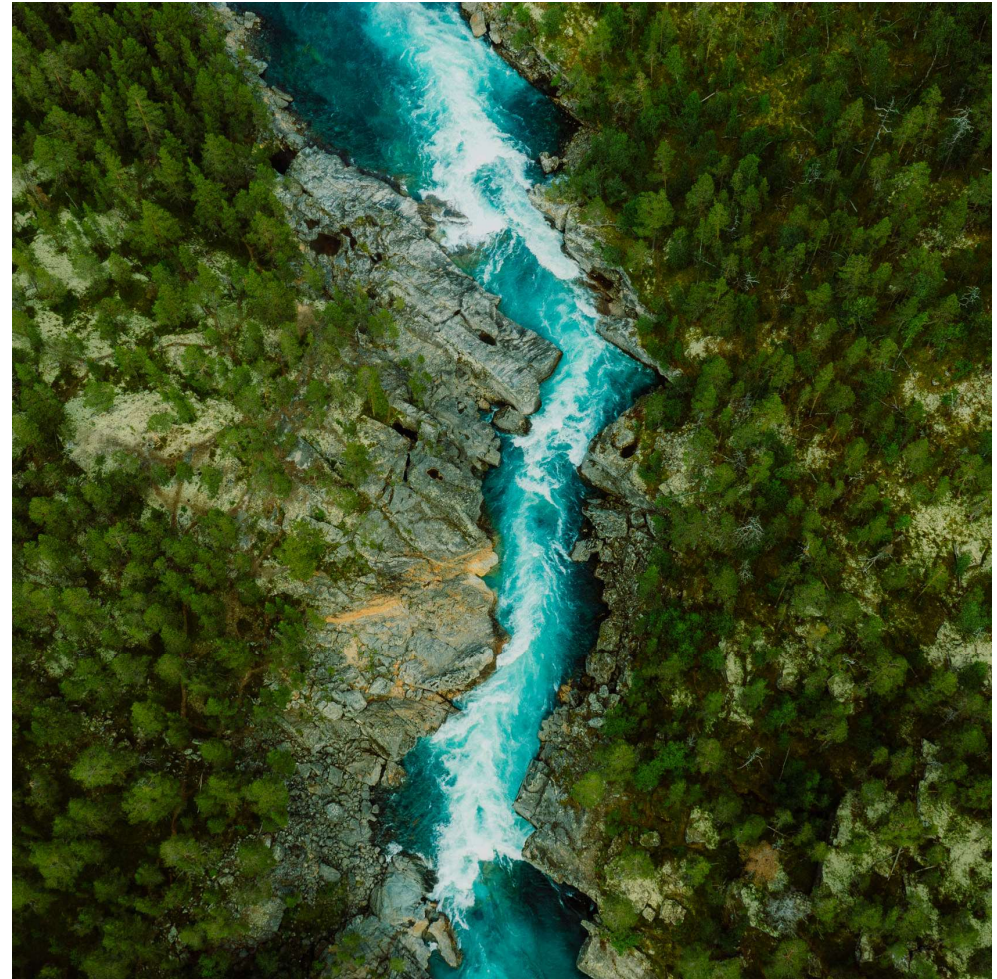
Dirk Cockrum, Managing Director, Sustainability Consulting, Forvis Mazars

Nate White, Partner, Sustainability Assurance, Forvis Mazars

IRI INNOVATORS
2025 SUMMIT

Agenda

1. About us
2. Polling Question
3. Group Activity
4. Open Discussion
5. Case Studies



About Us



Today's Presenters

Delivering tailored solutions that help clients build resilient businesses and contribute to a more sustainable future.



Dirk Cockrum

Managing Director
Sustainability Consulting
Houston, TX



Nate White

Partner
Sustainability Assurance
Kansas City, MO

Global Presence

Top 10

Global Network*

\$5bn

Combined
Revenue (2023)

100+

Combined Countries &
Territories

400+

Combined Offices &
Locations

1,800+

Combined Partners

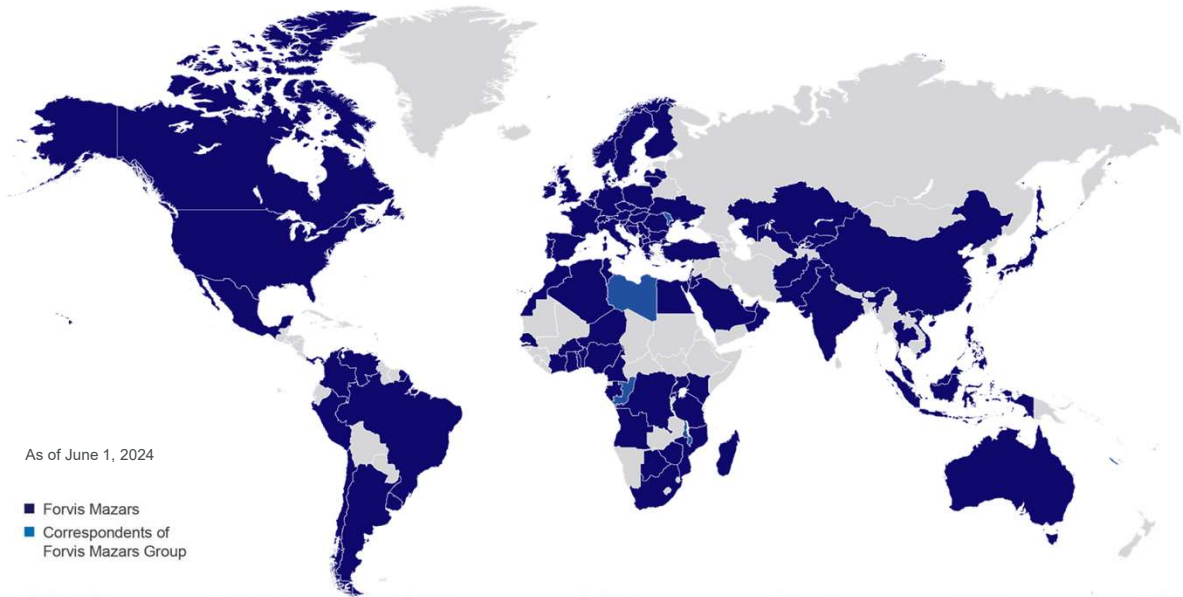
40,000+

Combined Employees

* Source: IAB World Network rankings, based on most recent rankings

2023 revenues: FORVIS \$1.7bn (€1.6bn), Mazars (expected) \$3bn (€2.8bn)

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As of June 1, 2024

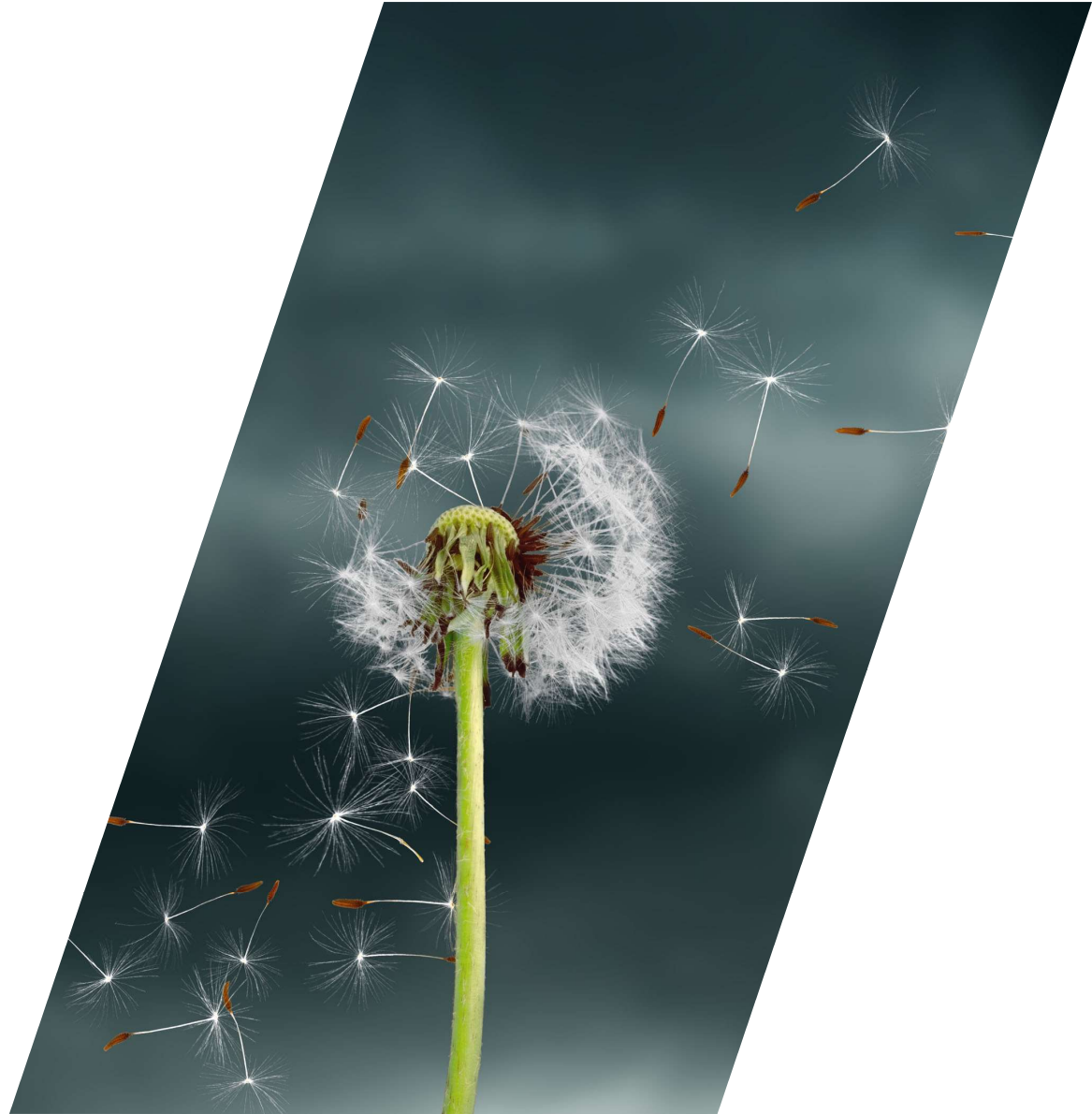
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|--------------------------|--|--------------|--------------|-------------------|----------------|------------------------|
| ■ Afghanistan | ■ Cameroon | ■ France | ■ Korea | ■ Morocco | ■ Qatar | ■ Togo |
| ■ Albania | ■ Canada | ■ Gabon | ■ Kosovo | ■ Mozambique | ■ Romania | ■ Tunisia |
| ■ Algeria | ■ Cayman Islands | ■ Germany | ■ Kuwait | ■ Netherlands | ■ Rwanda | ■ Türkiye |
| ■ Angola | ■ Chile | ■ Ghana | ■ Kyrgyzstan | ■ New Caledonia | ■ Saudi Arabia | ■ Uganda |
| ■ Argentina | ■ China | ■ Greece | ■ Latvia | ■ Niger | ■ Senegal | ■ Ukraine |
| ■ Australia | ■ Colombia | ■ Hong Kong | ■ Lebanon | ■ Nigeria | ■ Serbia | ■ United Arab Emirates |
| ■ Austria | ■ Congo | ■ Hungary | ■ Libya | ■ North Macedonia | ■ Singapore | ■ United Kingdom |
| ■ Bahrain | ■ Côte d'Ivoire | ■ India | ■ Lithuania | ■ Norway | ■ Slovakia | ■ United States |
| ■ Belgium | ■ Croatia | ■ Indonesia | ■ Luxembourg | ■ Oman | ■ Slovenia | ■ Uruguay |
| ■ Benin | ■ Cyprus | ■ Ireland | ■ Madagascar | ■ Pakistan | ■ South Africa | ■ Uzbekistan |
| ■ Bermuda | ■ Czech Republic | ■ Israel | ■ Malawi | ■ Palestine | ■ Spain | ■ Venezuela |
| ■ Bosnia and Herzegovina | ■ Democratic Republic of the Congo (DRC) | ■ Italy | ■ Malaysia | ■ Panama | ■ Sweden | ■ Vietnam |
| ■ Botswana | ■ Denmark | ■ Japan | ■ Malta | ■ Peru | ■ Switzerland | ■ Zimbabwe |
| ■ Brazil | ■ Egypt | ■ Jordan | ■ Mauritius | ■ Philippines | ■ Taiwan | |
| ■ Bulgaria | ■ Finland | ■ Kazakhstan | ■ Mexico | ■ Poland | ■ Tanzania | |
| ■ Burkina Faso | | ■ Kenya | ■ Moldova | ■ Portugal | ■ Thailand | |

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Polling Question





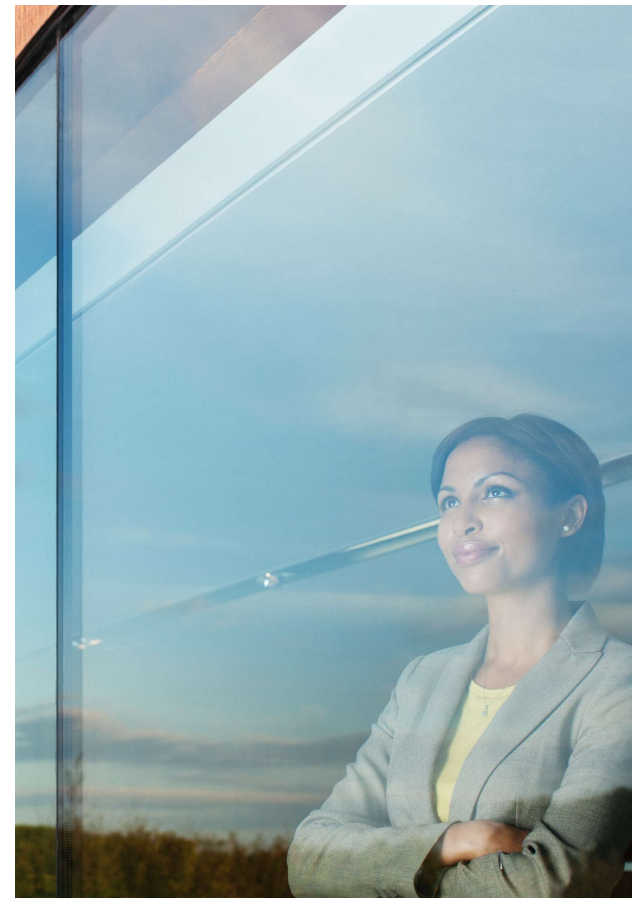
What is top of mind for your company regarding sustainability?

Group Activity



Group Activity

1. Read the article
2. Discuss the attached questions in your group
3. Be prepared to share with the class



Open Discussion



Case Studies



Alignment With California SB 253 & SB 261

Case Study

The forward vision

Created a regulatory compliance roadmap to the California 2023 SB 253 and 261 climate-related reporting laws for a \$20+ billion bank in the U.S. South and Southern Plains, built a GHG emissions calculator and drafted TCFD content.

Delivering an **Unmatched Client Experience**®

- Conducted executive-level interviews to understand readiness of compliance with the TCFD-related reporting provisions found in California Senate Bill 261 for climate related disclosures
- Examined 20+ company documents to review current state of bank policies to understand reporting readiness
- Compiled 60+ recommendations needed to facilitate a transition from current-state to future-state compliance readiness and created an idealized timeline for executing on those recommendations
- Built a Scope 1 and 2 GHG emissions calculator based on available activity data and leveraged publicly available assumptions as necessary
- Developed an inventory management plan in support of the emissions calculator to enable future calculations and assist in assurance
- Converted existing practices into a TCFD structure and providing placeholders for planned activities based on original roadmap

GHG Assurance Readiness Assessment – California SB 253

Case Study

The forward vision

Conducted a GHG assurance readiness assessment for a \$18 billion in revenue SEC registrant distributor who will need to comply with California climate reporting requirements.

Delivering an **Unmatched Client Experience**[®]

- Conducted a dry run of assurance for Scope 1 and 2 emissions
- Identified GHG reporting misstatements
- Provided recommendations for future periods, including exclusions, process & systems, and policies
- Presented to leadership with background on the readiness assessment, our adjustments, and recommendations.
- Participated in discussions with leadership about GHG reporting best practices and techniques for GHG reduction, including internal controls

ESG Materiality Assessment Case Study

The forward vision

Completed a gap assessment for a semiconductor manufacturer and supplier, based in California with an annual revenue of \$120 million.

Delivering an **Unmatched Client Experience**®

- The client wanted to know exactly what they could do relating to sustainability to keep up with the expectations of their customers and competitors in the American market.
- The project included an analysis of their current status, translating an existing sustainability report from another region of operations, mapping stakeholder expectations, an initial materiality assessment, and a roadmap for suggested improvements.

ESG Climate Risk Assessment Case Study

The forward vision

Conducted climate risk scenario analysis to support a \$1B+ industrial REIT's compliance with California SB 261 climate reporting.

Delivering an **Unmatched Client Experience**®

- Analyzed physical climate risk for critical locations using physical hazard data from third party provider to understand and mitigate potential risks to the client's operations
- Produced a physical climate risk report with visual representations tailored to the client's preferences
- Identified transition risks and opportunities relevant to the client's value chain for scenario modeling
- Prepared transition risk pre-workshop reading material, including climate-related scenario descriptions for scenario analysis
- Conducted a workshop to assess transition risks and opportunities in alignment with the TCFD framework and prepared a transition risk and opportunity matrix
- Assisted with quantification of physical risk and transition risks.

Contact

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