



EFCA
FUTURE LEADER OF THE YEAR
2022

Personal details / Entry Form

Full name: Aske Nydam Guldborg

Nationality: Danish

Birthday: 01/05/1988

Age as of 31/03/2022: 33

Company: COWI A/S

Location: Kongens Lyngby, Denmark

Member Association: Danish Association of Consulting Engineers, FRI

Contact details

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Instructions for completing this form



Note to candidates

Each section and sub-section may be expanded as required. The completed entry form should be no longer than **16 pages in total**. Section A is to be completed by your employer, and Section C by the client.

All entries should be submitted in English. Any annexes in other languages should be accompanied by an English translation or will not be taken into account.

The form should be returned to your national association. They will forward it to the EFCA Secretariat.

You will be informed of the results of the competition at end of April 2022.

Good luck!

For those participating in the FIDIC FL competition

The requirements stipulated in the respective EFCA and FIDIC FL competitions coincide largely for 75%. The following three FIDIC competition requirements are entirely covered in the EFCA application:

- Technical achievements (see Section B in this template) (50%)
What is 30% for EFCA
- Leadership achievements (see Section C in this template) (15%)
What is 40% for EFCA
- Social and community contributions (see Section B in this template) (10%)
What is 30% for EFCA

However, EFCA FLs interested in submitting an application for the FIDIC FL competition should complement their EFCA application with the following two extra requirements.

Applicants should demonstrate:

- Contributions to consulting engineering industry (15%)
- Contribution to consulting engineering associations (10%)

Section A. EMPLOYER'S RECOMMENDATION

With Aske Nydam Guldborg on the task, COWI will always have an ambitious and very skilled expert who embraces all angles and at the same time is able to gather the project team and the customer for an overall understanding of the foundation of the task in which the potential to promote the circular agenda is always given pride of place through specific recommendations.

Since his employment in COWI, Aske has gained great recognition from colleagues and customers, as he takes on the tasks with great enthusiasm, dedication, and an open mind. He receives feedback from experienced colleagues and/or customers in a constructive manner. If a solution or scope of a project does not sound right to him, he will review the solution, using his highly analytical skills and ensure that all facets of the proposed solutions have been thought through and are based on current knowledge so that the customer receives the most valued and correct project solutions as a starting point for the further work after Aske has left the project. The good thing about Aske is that the dialogue is always followed by a smile, which means that anyone will be satisfied after a good discussion with Aske.

One of Aske's other advantages is his great personal insight into his competencies and ambitions, which will ensure that the task is solved with a focus on professional skills. When new tasks within waste and circular economy land in the department, Aske's name is often mentioned as a possibility, either as a project manager or specialist. When Aske hears about the task, he is very aware of his experiences and competencies and ensures that he has backups to cover the areas in which he has not yet gained full insight. In this way, Aske will ensure that he can manage this part of the task himself on the next project.

Aske is recognised not only in COWI, and he makes an effort to promote circular economy on projects for COWI to the customers and to IDA (The Danish society of engineers) where he is a coordinator for the expert group for circular economy. In his spare time, he has been active, making use of his great interest in promoting circular economy to support the Danish development and innovation towards a more sustainable direction. He participates in debates and prepares presentations for the national media. In addition, in The Danish Plastics Federation, Aske has been debating the direction towards a more circular economy with leading EU politicians, which is something that is usually reserved for beacons within engineer-related fields. Aske manages the debates on a highly professional level, and politicians and people within the industry listen to him with respect. It is not a coincidence that

he and his work have been on the front page of Ingeniøren (a Danish trade magazine for engineers) two times within the past year.

Thus, COWI considers Aske a future beacon within circular economy who can drive the development towards reducing the climate footprint within future years. At this point, he already has an authority and a competency that is much more than what can usually be expected from people his age. Through projects for customers and impact from decision makers and the industry and the collaboration with his colleagues within environment, construction, and facilities, Aske is taking part in the development and implementation of innovative solutions that contribute to a more sustainable development of society.

Name: Louise Keilgård

Job title: Market Manager

Managerial relationship to candidate: Section leader for Aske until August 2021. Hereafter Market Manager for the department.

Section B. THE PROJECT

B.1 Project description:

Companies, especially within the service sector, produce recyclable waste. However, they do not manage to make use of the full potential for waste separation. This is due to a lack of knowledge regarding the possible economic profit that waste separation may entail, and that the climate-related profit is equally confusing. Through inspection, the municipalities encourage to further waste separation. However, the tool that may give impetus to change the habits is missing, and that is why COWI has developed PARCK, the Partnership for circular municipalities, an interactive and digital based tool which is a direct basis for decision for the potential in relation to increased recycling, both in terms of economy and environment.

The purpose of the digital tool is to substantiate the environmental inspection performed by the municipalities of companies that produce waste by comparing knowledge on the effects of climate change by recycling waste with prices from waste collectors in a way that provides the companies with a current assessment of the options that is easy to understand and market based and can be handed out to the companies, including information on who they can contact and the climate-related profit of sorting as well as the economic consequences. These results are part of the nudging that is necessary to change the habits to make it easier for the companies to sort their waste. To increase the probability of making the company a co-player in the circular economy and increase waste separation, the concept has been based on a scenario where the company is an active co-player that makes sure to provide data prior to and during the visit.

The tool is developed by COWI, and Aske was the driving force of the concept and collaboration with the municipalities on the project in the iterative process, where one prototype was tested by several companies. Here, the feedback from the user experience and the effect from the municipal supervisory employees was received by Aske who subsequently adjusted the tool. This method resulted in several significant changes to the tool during the process, especially to obtain a better dialogue with the companies.

B.2 Innovative characteristics of the project:

The innovation in relation to the project consisted in the production of an interactive digital tool that can be used actively during supervision with a user interface that allows the supervisory employee to use the tool without having to undergo long-term training. At the

same time, the project had to deliver a visually beautiful result that could be handed over immediately.

This resulted in the development of for example a sequence of input fields based on visual measurements of waste loads, since it is easier for a kitchen in a restaurant, for example, to estimate how many plastic buckets of waste are thrown per week instead for the number of tons per year. In this way, the dialogue with the company becomes equal, and the tool functions as a dialogue tool and a calculation tool.

In addition, it is a new thing to combine both an environmental and an economical calculation in the presentation of the result that leads directly to a solution. Usually, the municipalities set requirements in relation to separation without providing the company with an estimate of these effects. In this way, an increased incentive to act, and the full potential will start to show.

B.3 The FL's role in, and specific contribution to, the project:

Aske was the central consultant and project manager on the project. He took over the project after the preliminary scoping and completed the project subsequently.

In terms of the development of the tool, Aske adapted the wishes from the supervisory employees and transformed them into technical solutions with a view to incorporate them in the tool. Here, Aske's unique combination of knowledge on recycling, digital tools, and circular economy kicked in as he managed to create an overview of the possibilities that could create a foundation for a good dialogue with the customer regarding priorities and the best solutions.

Askes well-developed experience with supervision and business waste also meant that he could relate to the use of the tool during the development phase to improve the tool in the iterative phase.

B.4 Communication with the client/end user:

Aske took over the communication with the customer and made sure to create a dialogue based on trust and with focuses on mutual respect and targets. During the project, Aske participated in supervisions together with the employees from the municipality to understand the needs in practise. Together with the customer, he planned the delivery plan and made

sure that the project was completed in line with the customer's deadline and within the planned costs.

Especially the communication was required on the project because the result had to be adjusted to the work of the municipal supervisory employees and the companies that were subjected to visits. This was a central part of the assignment which was completed through the iterative process and Aske's ability to see various things from the customer's and the companies' perspective.

B.5 Describe the project end results and the benefits to the client/end user:

The tool was much appreciated by the customer who expressed great satisfaction with the final result, just as the customer has returned with several wishes for improvement since the completion of the project. In addition, COWI has been contacted by other municipalities who are interested in the tool.

To the users, the tool means that they can access waste separation in a constructive manner, which is supported by a dialogue- and calculation tool. With the tool's effect on economy and environmental effects that are shared by the company during the supervision, it will create greater value for the company to receive an environmental inspection from the municipality. This will strengthen the collaboration between the authorities and the company, where earlier, 4 weeks could pass before an inspection report was submitted, which in addition did not include specific proposals for contacts or solutions in relation to the specific needs of the company, which then did not even include a change of the company's waste separation or enhanced the circular agenda.

Section C. CLIENT'S APPRECIATION OF THE CANDIDATE

About Aske Nydam Guldborg, consultant in COWI

The statement is based on the assignment carried out for Rudersdal Municipality on the development of a mapping tool for the waste supervision in the municipalities. I was the project manager in Rudersdal Municipality on the development of a tool for waste supervision in companies, and I was the coordinator on the agreement with COWI regarding the consultancy in relation to this assignment. COWI was selected for the assignment especially because Aske was part of the team of consultants that COWI could offer.

The assignment in relation the development of a mapping tool required a high degree of classification and a high degree of waste supervision. Aske completed both assignments perfectly. Even when the first version of the tool was completed, Aske was aware that he had understood our need.

However, the greatest value of Aske's consultancy was the way he challenged us in a constructive manner and took us to an even better place than what we had hoped for. His great knowledge on company waste and his systematic approach was actively used to create a great tool.

The development process was carried out well, and he was extremely attentive to how he could meet the customer's needs. Aske's communication during the process was beyond what we could have expected. He set the framework from the beginning and kept his deadlines. We felt very safe throughout the entire process. The process was affected by a current and clear matching of expectations regarding the next step as well as what was realistic.

Aske clearly made use of his experience with waste supervision, and we benefitted from his dedication to create a useful and effective product for the municipality. He was brilliant at making the tool easy to use for a supervisory employee, and the complex tool appeared intuitive and meaningful. During the testing of the tool, doubts arose regarding some details and some minor technical challenges occurred which Aske managed to correct immediately and subsequently explain what had happened. He was completely on top of things.

Aske is a consultant that makes me feel that I get value for money – and even more so than what I had expected. I would use Aske as a consultant again at any time.

Best regards,

Laust Boas.

Name and signature: Laust Boas



Job title: Special consultant in Municipality of Rudersdal 2018-2020.

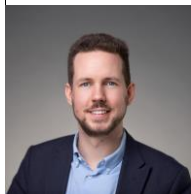
Company: Rudersdal Municipality.



Section D. CV OF THE CANDIDATE



Curriculum Vitae



Personal information

First name(s) / Family name(s) **Aske Nydam Guldborg**
Business Address Parallelvej 2, 2800 Kongens Lyngby. Denmark.
Phone number(s) +45 56404704 Cell: +45 41762253
E-mail address asgg@cowi.com
Nationality Danish
Date of birth 01-05-1988

Work experience

Dates	2019-current
Occupation or position held	Project Manager
Main activities and responsibilities	I am an engineer within the field of environmental engineering with a focus on waste management. My main work has been on recycling and sorting technologies as well as LCA's of waste management systems. I conduct Technical Due diligences, markets analysis and carbon emission calculations on waste management. I act primarily as a project specialist and project manager.
Name and address of employer	COWI A/S. Parallelvej 2, 2800 Kongens Lyngby. Denmark.
Type of business or sector	Consulting engineering.
Dates	2018-2019
Occupation or position held	Project manager
Main activities and responsibilities	Project manager handling projects under the Waste- and resource plans. I developed the first complete waste composition analysis of commercial and construction waste in Denmark separated by sectors. I implemented and launched a program that gave DKK 400 in subsidies to each of almost 20.000 households for waste sorting bins. I also developed a policy to reduce the single use of plastic cups at events in Copenhagen.
Name and address of employer	Municipality of Copenhagen.
Type of business or sector	Waste management
Dates	2015-2018
Occupation or position held	Commercial waste consultant
Main activities and responsibilities	Commercial Waste consultant at Copenhagen Municipality as part of the project "Sorter NU", which focuses on increasing recycling from companies within the municipality. The main method employed is dialogue with companies on potentials and regulation on recycling. My specific tasks have also centered around determining recyclability and possible recycling options. This includes automated sorting of wastes as well as collection schemes.
Name and address of employer	Municipality of Copenhagen.
Type of business or sector	Waste management
Dates	2014



Occupation or position held | Civil engineer
 Main activities and responsibilities | I worked with varying tasks around waste management and industry environment. My main task was on \$5 approvals for industry, mostly for companies in the waste management fields. I also did work on bio waste and on the Project "Grønne industri symbioser" for the government.
 Name and address of employer | Niras. Sortemosevej 19-21, 3450 Lillerød, Denmark.
 Type of business or sector | Consulting engineering.

Education and training

Dates | 2007-2014
 Title of qualification awarded | Master of Science, Environmental Engineering Technology
 Principal subjects/occupational skills covered | Solid waste management.
 Chemicals in the Environment.
 Lifecycle assessment of products.
 Lifecycle assessment and waste management systems.
 Sustainability management.
 Wastewater management.
 Name and type of organisation providing education and training | DTU – Technical University of Denmark
 Level in national or international classification | Master's Degree

Personal skills and competences

Mother tongue(s) | **Danish**

Other language(s) | **English, Bulgarian**

Self-assessment
European level ()*

English
Bulgarian

Understanding		Speaking		Writing			
Listening		Reading		Spoken interaction		Spoken production	
	C1		C1		C1		C1
	A1		A1		A1		A1

Social skills and competences | Open, positive and inclusive in the approach to new projects. I am praised by others for my knowledge and leadership on my academic topics. I am a social person that loves teamwork and loves learning from my colleagues. I truly believe that everyone is great at something, and teamwork is about getting the most out of everyone.

Organisational skills and competences | I am known for my good coordination skills and ability to create structure on projects. Many years of leading both as a formal and informal leader, has trained me to always seek to include everyone in projects and decision. I tackle critique well, and respect disagreements.

Technical skills and competences | Deep knowledge of waste sorting technologies and waste markets, as well as the interaction between these.
 Life Cycle Assessment of waste management systems.
 Behavioural change knowledge.
 Knowledge of Danish waste management regulation.
 Commercial waste management.

Computer skills and competences | Microsoft office super user, excel shark and user of EASETECH and GaBi.

Other skills and competences

Hobbies and activities

I am a long-time scout and scout leader. Besides that, hiking is a particular hobby of mine. A large portion of my free time is spent in the Danish Society of Engineers, where I am on the board and in the internal talent program. I am also a part of the associations committee on recycling as well as act as the official spokesperson on recycling.

Papers published

Not in academic journals.

Public speaking experience

I speak regularly at conferences and political debates on waste management and recycling. I have within the last year participated in debates with several prominent Danish politicians, members of the Danish parliament and members of the European parliament. I have also presented in front of the Danish parliament's environmental committee as well as the Danish EPA and European EPA.

Membership of professional organisations

Danish Society of Engineers (IDA).
Danish Competence centre for Waste management (DAKOFA).

