

fiResilient nations.











# Climate Change

in cooperation with

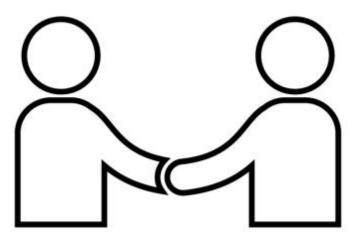




## **Introductions**



- Name
- Company
- Background



#### **Objectives**



- Recognize climate change
- Realise climate change impacts
- Calculate carbon footprint
- Identify appropriate activities to reduce carbon footprint
- Manage stakeholder expectations

#### **Modules**



**Module 1: Sustainability and climate change** 

**Module 2: Stakeholder identification** 

**Module 3: Initiatives for climate change** 

**Module 4: Calculating Greenhouse Gas emissions** 

**Module 5: Carbon management strategy** 

# MODULE 1 SUSTAINABILITY AND CLIMATE CHANGE

A brave glance towards a greener future

# Sustainability



What is Sustainability all about?

### Sustainability approach



**Planet** (environmental performance)

People (social inclusion)

**Profit** (economic development)

#### **Sustainability goals**





Economic Development, effectiveness and prosperity

Simultaneous pursuit of



Environmental quality, protection and performance



Social equity, inclusion and justice

# **Sustainability & Sustainable Development**



Sustainability: The ability or capacity of something to be maintained or to sustain itself, to support, or endure.

Sustainable development: The development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (Gro Brundtland, World Commission on Environment and Development (WCED), 1987)

## **Benefits**



What are the benefits?

## **Benefits for Companies from Implementation**



- Improved reputation
- Better risk management
- Improved customer retention
- Improved innovation, competitiveness and market positioning
- Enhanced operational efficiencies and cost savings
- Cost efficient supply chain
- Access to capital
- Improved relations with regulators
- Building and sustaining shareholder value
- Enhanced ability to address change

# The Business Case for Sustainability

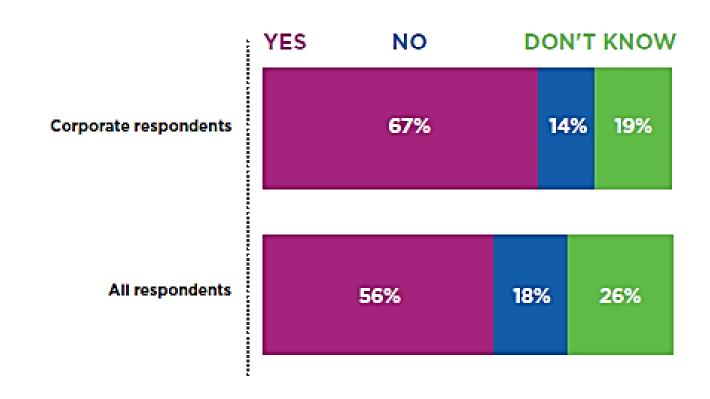


Company	What they've done	Tangible benefits
Birds Eye	<ul> <li>Forever Food: Ensuring that consumers have food to eat – forever</li> <li>100% wild and farmed fish from certified sustainable resources by 2012</li> </ul>	<ul> <li>Launch of Omega-3 fish finger in 2007 resulted in 78% of consumers switching from Cod to Pollack (3,000 tonne reduction in annual Cod catch)</li> <li>Brand/ reputation benefits</li> </ul>
Interface <b>FLOR</b> °	Mission Zero sustainability strategy: to become a zero-impact organisation	<ul> <li>Eco-efficiency savings of \$433m (1995 – 2010)</li> <li>Winner of inaugural BusinessGreen Leaders Award</li> </ul>
ecomagination Imagination at work	<ul> <li>Annual R&amp;D spend: \$700 mn in 2006 to \$1.5 bn by 2010</li> </ul>	<ul> <li>Revenue of \$21 bn in 2011 (twice the growth rate of the company average)</li> </ul>
Walmart >	<ul> <li>Reduce packaging by 5% globally by 2013 (2008 Baseline)</li> <li>Vision: zero waste target</li> </ul>	<ul> <li>Estimated saving of \$3.4 billion annually from packaging reduction activities</li> </ul>
■ <b>BASF</b> The Chemical Company	Innovation focus on products which promote resource efficiency and climate protection	<ul> <li>Sales of €7.7bn from climate protection products (2010), which accounts for 20% of total sales</li> </ul>
KKR	Launched the Green Portfolio Program at 16 of its portfolio companies to help these companies manage their environmental impacts and improve business performance	Collectively, companies have achieved more than \$365 million in financial impact and avoided 810,000 metric tons of GHG emissions, 2.2 million tons of waste, and 300 million litres of water 12

#### **The Business Case**



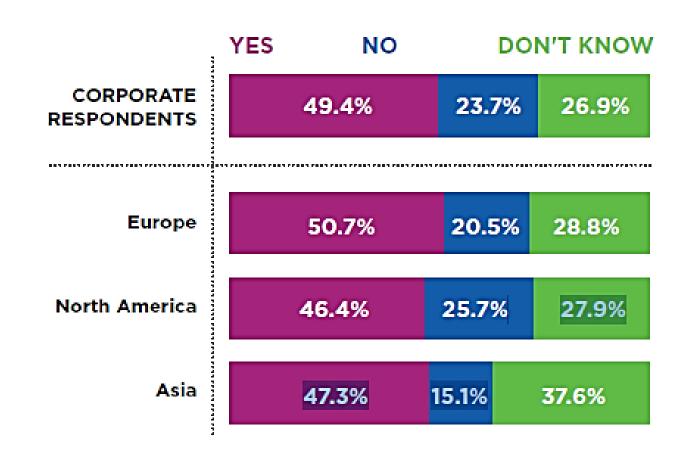
# Q: Does sustainability drive savings for your business?



#### The Business Case



# Q: Does sustainability drive revenue for your business?



#### **Sustainable Development Goals**





The Goals and targets will stimulate action over the next fifteen years in areas of critical importance for humanity and the planet

## What Do We Mean by Climate Change?





#### **Some Definitions**



**Weather:** The state of the atmosphere at a particular place and time as regards heat, cloudiness, dryness, sunshine, wind, rain

**Climate Change:** The significant change in the measures of climate, lasting for an extended period of time.

**Global Warming:** The recent and ongoing

global average increase in temperature

near the Earths surface.

#### Climate:

Long Term - Wide Area

- **Seasonal Changes**
- Measured over long spans of time

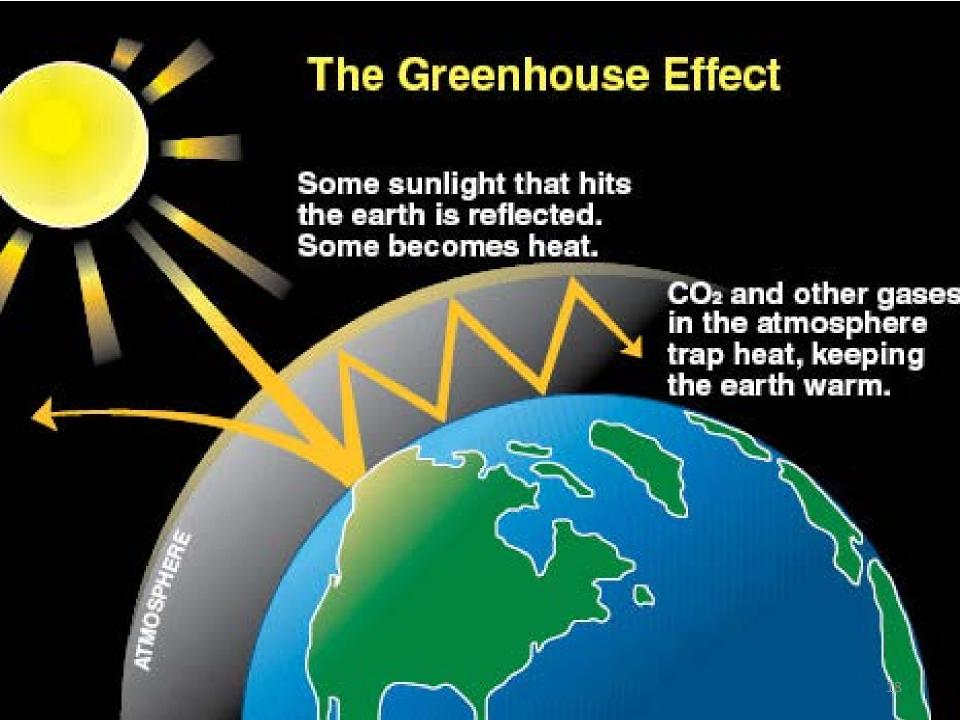
**Climate Disruption:** The summary unwanted and unnatural change in climate.

**Greenhouse Gases:** Any gas that absorbs infrared radiation in the atmosphere. CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, O<sub>3</sub>, CFCs, HCFCs, HFCs, PFCs, SF<sub>6</sub>. [4]

> **Adaptation Actions:** Adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, moderates harm which exploits or beneficial opportunities.

Mitigation Actions: Human interventions to reduce the human impact on the climate system; they include strategies to reduce greenhouse gas sources and emissions and enhancing greenhouse gas sinks.

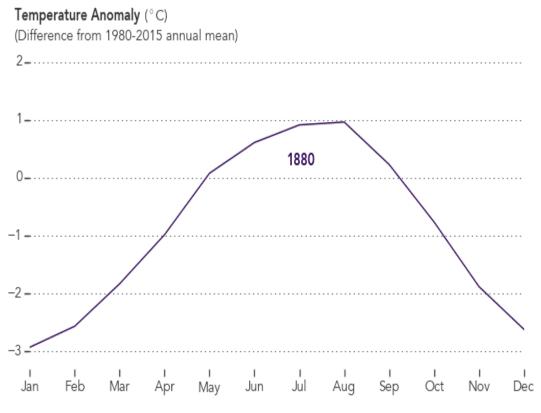
**Resilience:** A capability to anticipate, prepare for, respond to, and recover from significant multi-hazard threats with minimum damage to social well-being, the economy, and the environment. 17



#### **Evidence that Climate is Changing**



Global average temperature has increased by 0,19 °C since 1880, according to NASA.

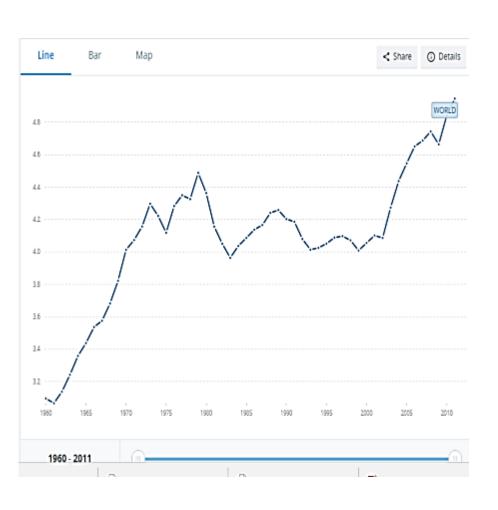


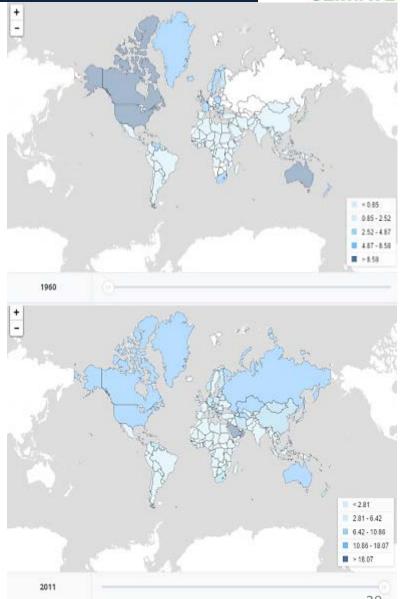
http://earthobservatory.nasa.gov/blogs/earthmatters/2016/09/1 2/heres-how-the-warmest-august-in-136-years-looks-in-chart-form/

- Artic ice minimum reduced by 13,4% per decade
- Carbon Dioxide raise to 404.07 parts per million

## **Evidence**



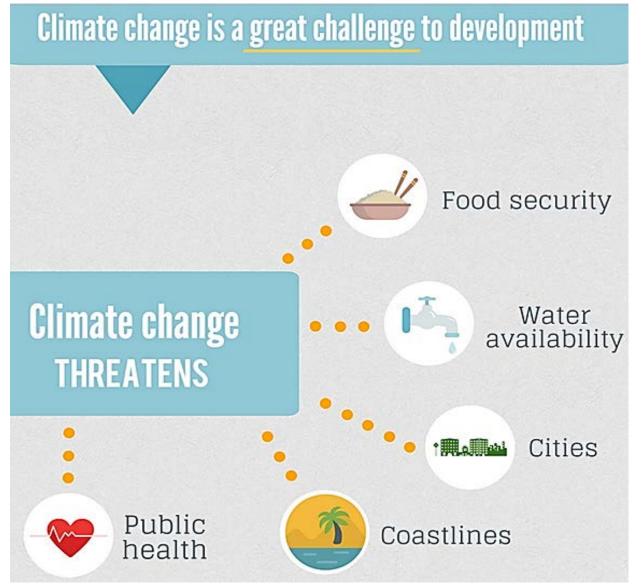




CO2 emissions (metric tons per capita)

#### **Climate Change Impacts**





#### **Climate Change Impacts**





Vast portions of Europe on the Mediterranean coastline, especially Italy, Greece, and France, may become completely inhospitable to grape production by 2050.

Colder-than normal temperatures lead to incomplete ripening with high acid, low sugar, and unripe flavours (whereas) warmer-than-normal temperatures create overripe fruit with low acid, high sugar, high alcohol and cooked flavours. (Mozel et al 2014, Wine Economics and Policy)

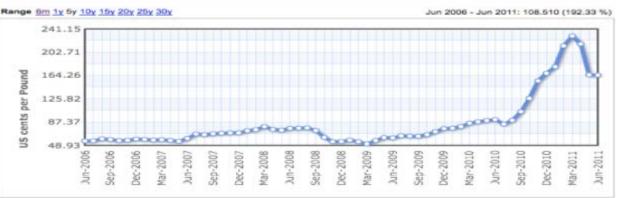




2014. The Guardian)

an 2006 - Jun 2011: 108.510 (192.33 % Llovd's says damage and weather-related losses around 202.71 the world have increased from 164.26 an annual average of \$50bn in 125.82 the 1980s to close to \$200bn over the last 10 years. (May 8,

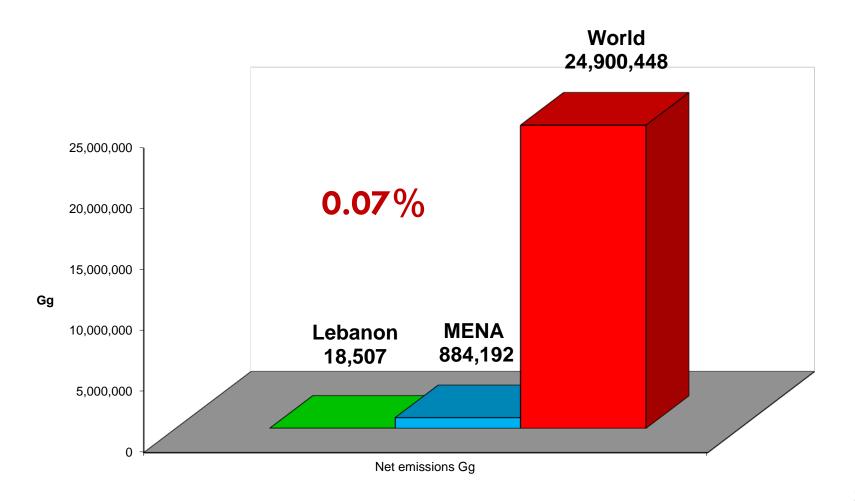




#### Lebanese Emissions with the World



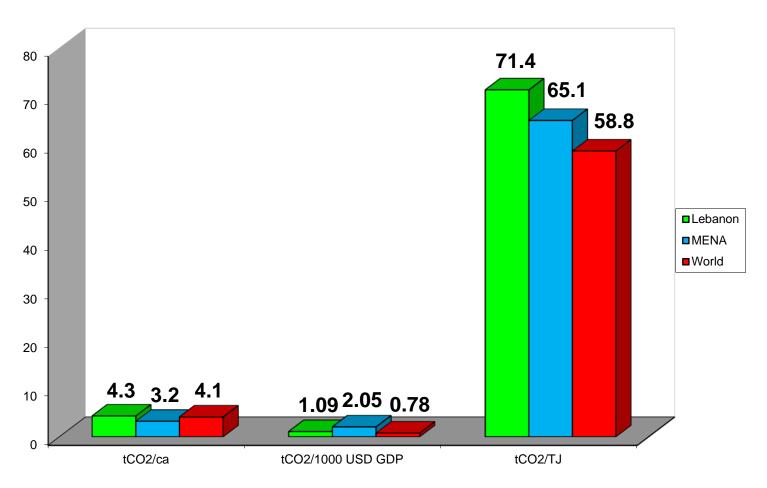
EMISSIONS OF LEBANON IN COMPARISON WITH THE REGION AND THE WORLD-YEAR 2000



#### Lebanese Indicators Vs the World

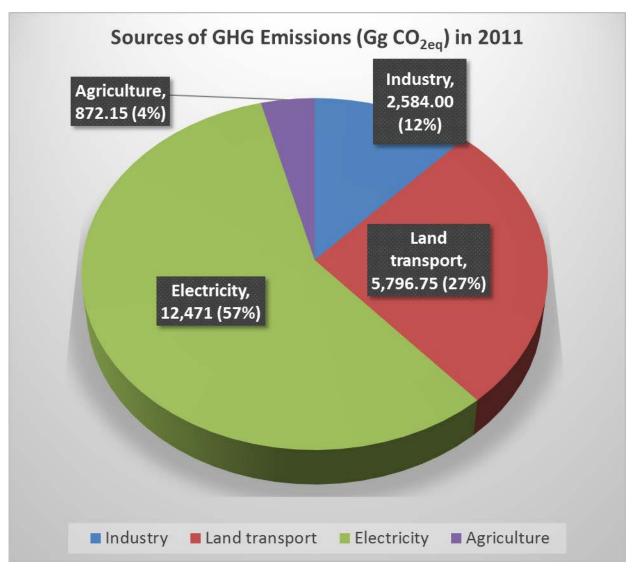


# EMISSION INDICATORS OF LEBANON IN COMPARISON WITH THE REGION AND THE WORLD- YEAR 2000



#### **Lebanese GHG Emissions**







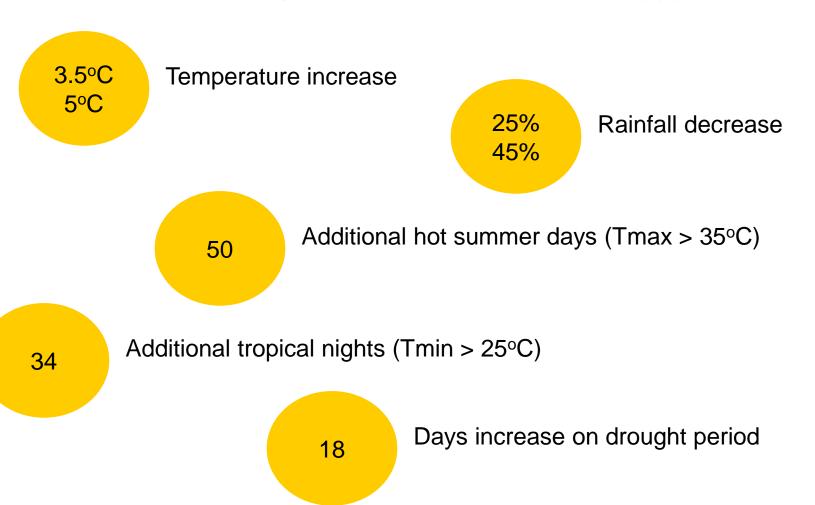
https://www.youtube.com/watch?v=d92ZiVFxHIA







#### MAIN CLIMATE PROJECTIONS BY 2090





#### IMPACTS OF CLIMATE CHANGE ON WATER IN LEBANON

- 3900 Mm³ annual river flow
- **1200** Mm<sup>3</sup> annual yield from springs
  - 200 Mm³ from spring water available in summer
  - 926 m³ water availability per capita per day
    - 60 Percent of water used for irrigation
    - Percent decrease in precipitation leading to substantial decrease in water



#### IMPACTS OF CLIMATE CHANGE ON AGRICULTURE IN LEBANON

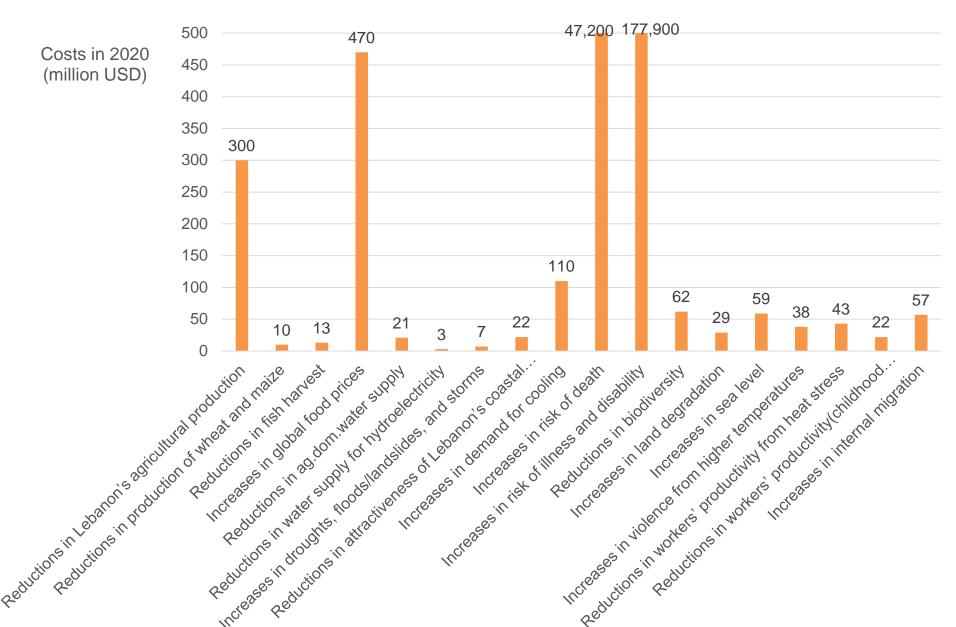
- 27 Percent of Lebanon's area as cultivated land
- 50 Percent irrigated agriculture
- 38 Percent of agricultural lands are in the Bekaa
  - 5 Degrees increase in temperature causing heat and drought waves
- Percent decrease in precipitation leading to decrease water available for irrigation
- 5.5 Percent of GDP is from agriculture
- **250,000** Lebanese families live directly from the agricultural sector



#### IMPACTS OF ON COASTAL ZONES AND INFRASTRUCTURE

- Sea flooding and inundation due to increase in the mean sea level, or in the frequency and intensity of episodic events
- Sea water intrusion due to overexploitation of groundwater
- Coastal erosion which could lead to a loss of sandy beaches
- Financial losses in coastal and marine economic activities (tourism, agriculture, fisheries, transportation)

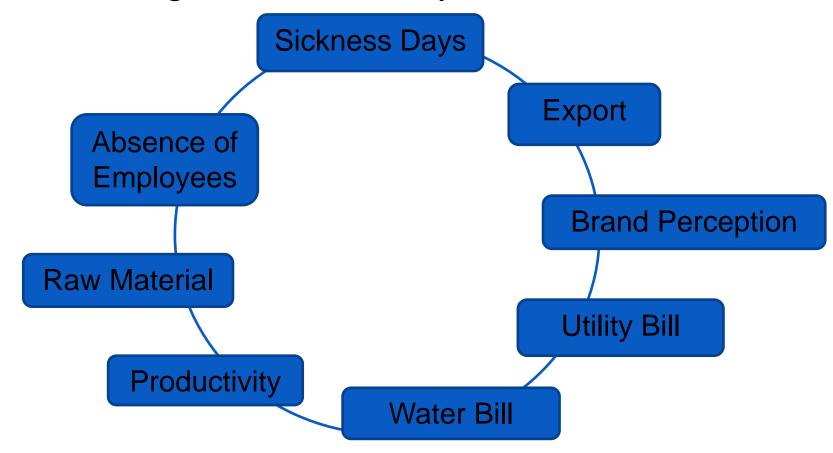




#### **Climate Change Impacts on YOUR Business**



#### Climate Change causes serious impacts on business:



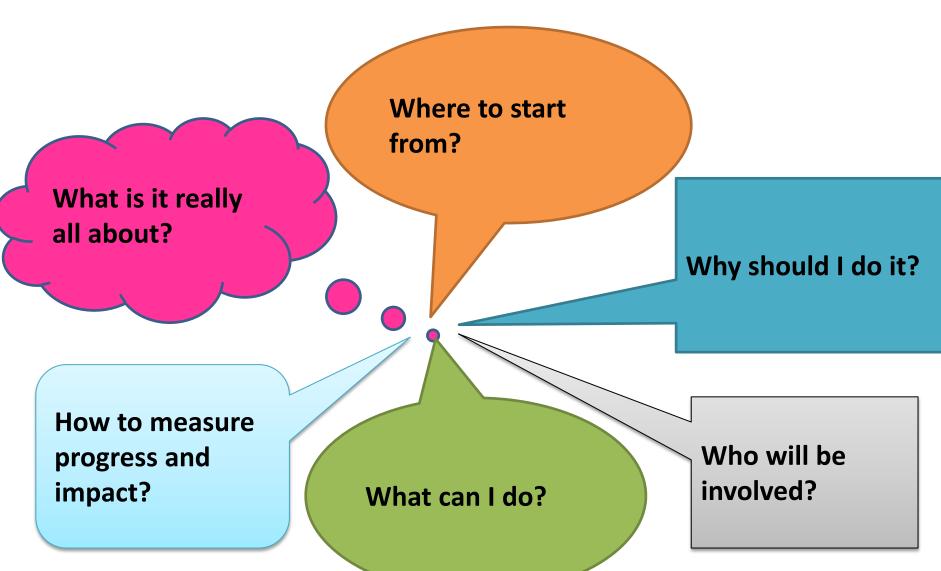
In Lebanon, the total costs might equal **USD 1,900 million in 2020**, rising to **USD 138,900 million in 2080** (Economic Costs to Lebanon from Climate Change: A First Look, MOE 2015).

# YOU CONTROL CLIMATE CHANGE.



# **Burning questions**





# MODULE 2 STAKEHOLDER MANAGEMENT

How to effectively engage with stakeholders

### **Key Questions**

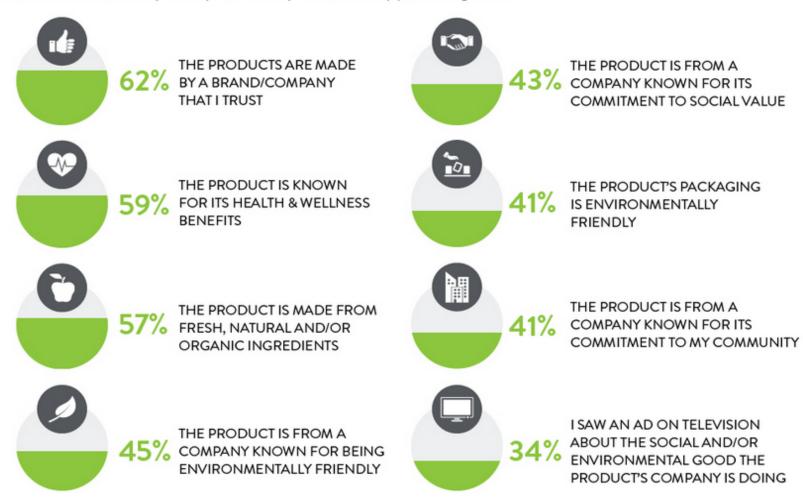
What do we mean by stakeholders?
Why are they so important
How can I recognise them
What is stakeholder engagement and what are the benefits?

#### **International Trends**



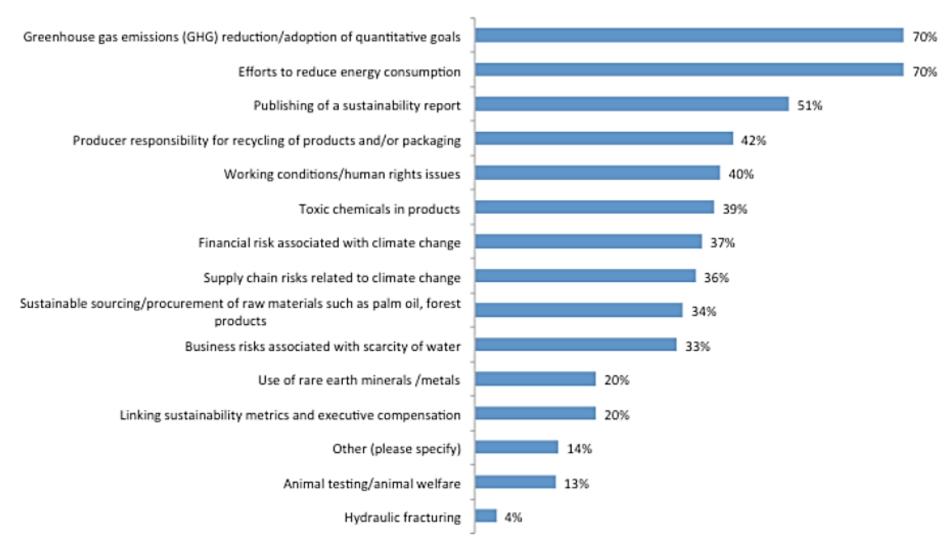
#### FOR GLOBAL RESPONDENTS

Percent that were "very heavily" or "heavily" influenced by purchasing driver



# Sustainability Related Topics Shareholders and Investors ask about

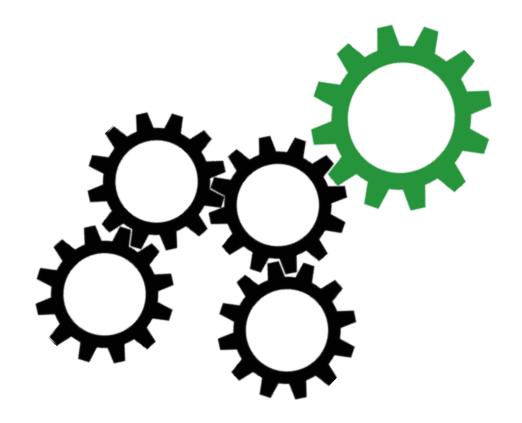




## **Stakeholders**



Individuals or groups who are **affected** directly or indirectly by the company activities or **affect** company activities & decisions.



## **Stakeholders**





#### **Exercise**



## Identification and prioritisation of Stakeholders

- 1. Work in teams
- 2. Select an organization
- 3. Identify the Stakeholder groups for your organization
- 4. Prioritize the stakeholders



# **Exercise**



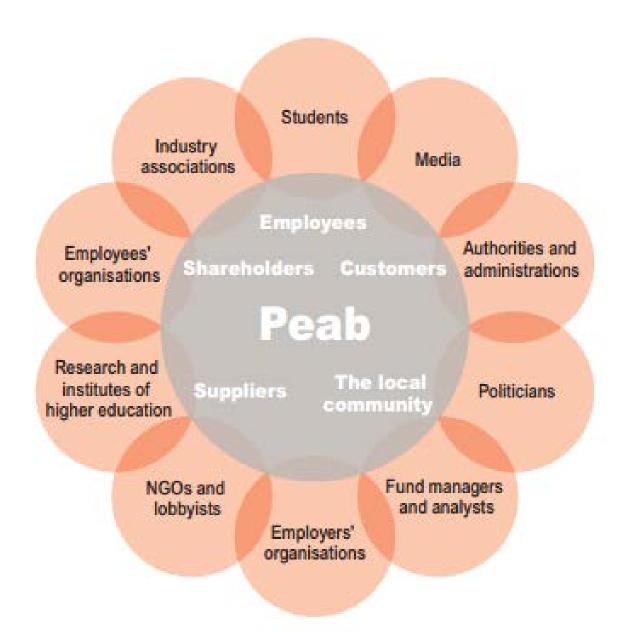
Stakeholders (Groups & Subgroups)	Risk/ Opportunity (1-5)	Impact (1-5)	Probability (Risk*Impact) (1-25)	Priority
				43

#### **Need to consider**



- •Time & Resources required for stakeholder engagement
- Manage expectations of stakeholders and company
- Lack of transparency
- Current Corporate Culture
- Some stakeholders may be under/over estimated
- Parties not seeing the importance of the engagement
- Effective facilitation may need external help
- Need for senior endorsement
- Identifying the starting point
- Fear of Change
- •Who is the driver —the company or the stakeholder?

## **Stakeholders**



## Key learning points

# MODULE 3 ENVIRONMENTAL INITIATIVES

Which suit my company best?

### **Key Questions**

What are the key topics that impact us more? What are the key topics that we need to focus on? How can I identify these topics?

## **Climate change topics**



#### **Climate Change**

- 1. Emissions
- 2. Biodiversity & forestry
- 3. Electricity
- 4. Materials and raw materials
- 5. Waste
- 6. Product & Operational Efficiency
- 7. Packaging
- 8. Transportation
- 9. Water management
- 10. Supply Chain emissions
- 11. Local identity/context
- 12. Disaster recovery

They are all important!
But where should my
company focus???

#### **Exercise**



#### **Break into 5 teams**

Each group represents one sector/company

**Group 1: Construction company** 

Group 2: Hotel

Group 3: Facilities Management company

Group 4: Cloths& Accessories Import company

Or Group 5: your company

# **Early approach**



- 1) Consider the topics in the previous slide
- 2) Which are the 5 most important for your business to tackle

Priority	Topic
1	
2	
3	
4	
5	

# Proven approach





## Lets ask some questions



- 1. Is it already mentioned as important by stakeholders?
- 2. Does this constitute a future challenge/ opportunity for your sector?
- 3. Is this connected to laws, regulations, or international agreement?
- 4. Does it have significant financial risks/implications for your organization?
- 5. Is this recognized by scientists/experts as a risk to climate change?
- 6. Does your organization have knowledge/competencies to innovate on this issue?

# **Key questions**



Topic	Q1 Important for stakeholders?	Q2 Future challenge/op portunity for your sector?	Q3 Connected to laws, regulations, international agreements?	Q4 Financial risks/implicat ions for your organization?	Q5 Recognized by experts as a risk to sustainability?	Q6 Have knowledge/ competencies to innovate on this issue?	Total
1							
2							
3							
4							
5							

54

## What do stakeholders think?



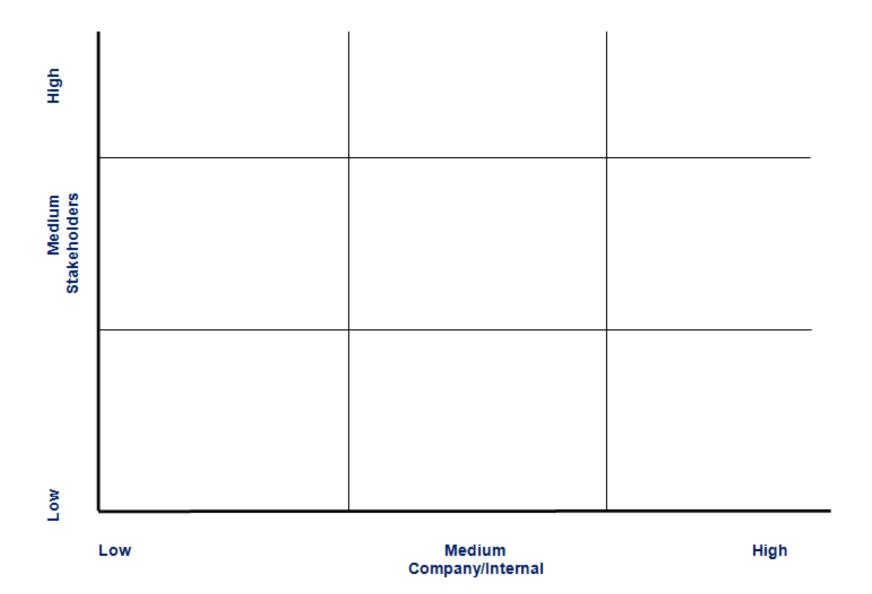
### How important is this topic for stakeholders?

Topic	Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4	Stakeholder 5	Stakeholder 6	TOTAL SCORE
1							
2							
3							
4							
5							

Scale: 0-3, Maximum Total Score: 18, Minimum Total Score: 0

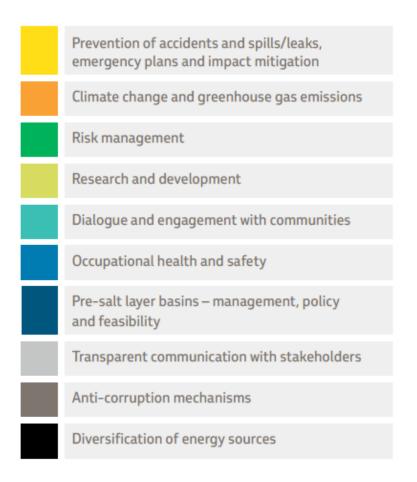
# Plot

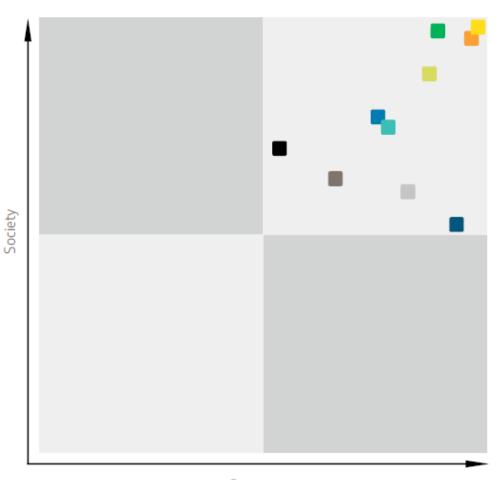




## **Materiality Matrix-Petrobras**







Company

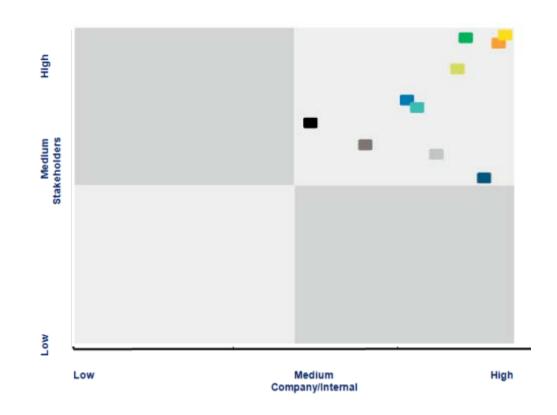
# Compare!



## Method A

Priority	Topic
1	
2	
3	
4	
5	

#### Method B



## **Examples**





## Key learning points

# Module 4 GREENHOUSE GAS EMISSIONS

**Understanding & calculating your footprint** 

## **Key Questions**

What is the Greenhouse Gas protocol How can we identify Scope 1,2,3 emissions

## A Big Hoax?





## The Greenhouse Gases (GHG)



Production Based Accounting

Consumption Based Accounting

Indirect Emissions

Calculation

National Consumption and Trade Real Consumption (Input-Output)

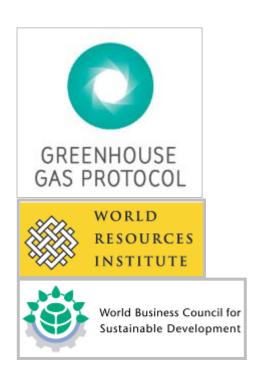
Allow Sectoral Comparison

Mostly used among corporate

# **Greenhouse Gas (GHG) Protocol Corporate Standard**



The Greenhouse Gas Protocol (GHG Protocol) is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions.



- Facilitates the preparation of emission inventories through standardised approaches and principles.
- Simplifies and reduces the cost of inventories
- Provides information to businesses for the development of a climate change strategy.
- Promotes inventory consistency and transparency

In 2006 it was adopted by ISO 14064-1

# The Greenhouse Gas Protocol **Corporate Standard is Recommended by**













World Business Council for Sustainable Development







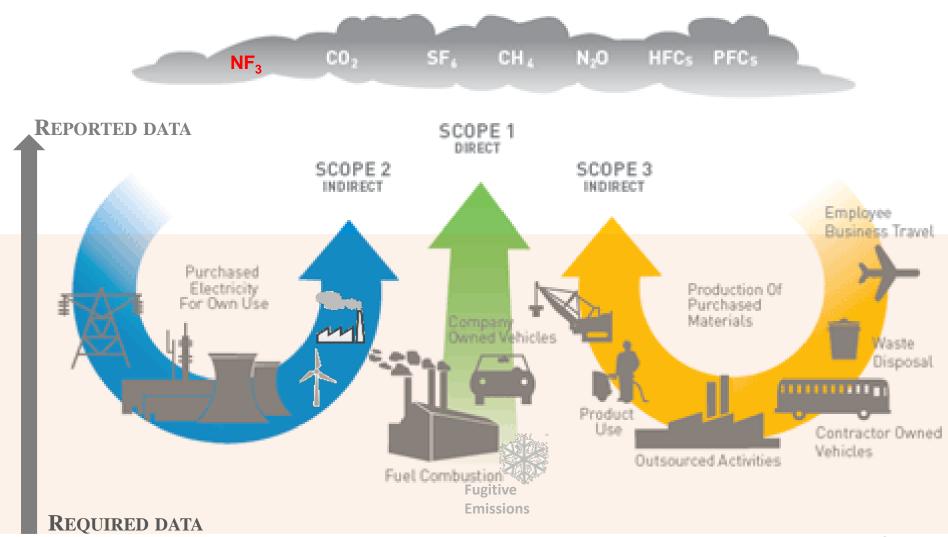






# The Greenhouse Gas Protocol Corporate Standard - Components





## Required Data – Scope 1

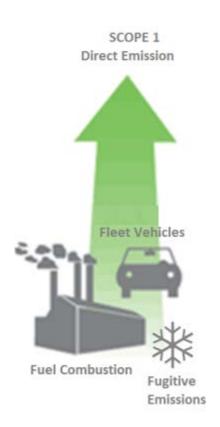


The required are always available in any company that has an accountant!

- Data on power production from owned generators
- Data on land transportation using fleet vehicles
- Data on diesel consumption in boilers
- Data on gas consumption
- Data on refrigerant gases
- Data on anesthesia gases (case of medical facilities)
- Data on gases used for printing labels

GHG Protocol





## Required Data – Scope 2



The required are always available in any company that has an accountant!

- Data on electricity purchased from local utilities (EDL)
- Data on electricity purchased from "shared generator" (Ishtirak)
- Data on electricity purchased from RE GHG Protocol



السورة وقعا ، يعرضي من المششركين الشأكة من شخصية الجانر بتراسطية البطاقية الشاسية المعطلة ليدمن قيل السوسية 40 m نسوع الشعرفية ، وقم السنو للكم هو دليل المؤسسة اليكو رقم الاشتراك فاتورة مبيع الطاقة الكهربائية 144 43 545 43.545 13.80 44 313 استاريس الطبيغ: فسيسم التجنياسين والمواسودية إ 10° - 10° من المناطق بوديو الغرق ليما إنجاق سالمسايات السنيقة عبس السينت



## Required Data – Scope 3



The required are always available in any company that has an accountant!

- Data on flight trips
- Data on paper consumption
- Data on employees' commuting to work
- Data on fleet rented for work reasons

Courier services...

Facultative!

GHG Protocol



## **Measuring CO2**



### **Exercise: Measure carbon footprint**

1) Identify the Scope 1, Scope 2 and Scope 3 emissions for the companies of the following sectors :

**Group 1: Construction company** 

**Group 2: Hotel** 

**Group 3: Facilities Management company** 

Group 4: Banking sector

**Group 5: Cloths& Accessories Import company** 

2) Use the calculator to measure the company footprint

# **Exercise 2**



	En	nployees Cars		Fleet Vehicles	Flight trips		
Company A	Driven Km	Type of Car	Driven Km	Type of Car	Km x Passengers x Seat Class		
Construction Company	1	Passenger - 2010 - Gasoline	180,000 120,000	Passenger - 2014 - Gasoline Heavy Duty Vehicle – Rigid - 2010 - Diesel	2,144 km x 2 passengers x Business		
Hotel	-		60,000		1,390 km x 4 passengers x Economy		
FM	150,000	Passenger - 2010 - Gasoline	750,000	Light Good Vehicles – 2013 - Diesel	237 x 14 passengers x Economy		
Cloths& Accessories Import		Passenger - 2012 - Gasoline	100,000	Passenger - 2010 - Gasoline	3,193 x 16 x Economy		

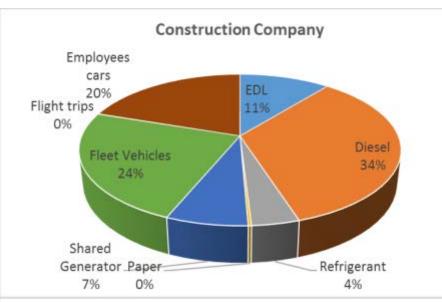
	Aroa (m²)	Employoos	EDL (kWb)	Diocal (L)	Refrigerants	Paper	Shared Generator (380V) A H	
Company A	Alea (III-)	Employees	EDL (KVVII)	Diesei (L)		Packs of A4		
Construction	750	40	90,000	67,000	15	360	25	2,190
Hotel	1,250	60	345,000	60,000	38	120	0	-
FM	550	15	20,000	10,000	15	360	50	3,468
Cloths&Acc Import	850	25	40,000	150	0	50	30	1460

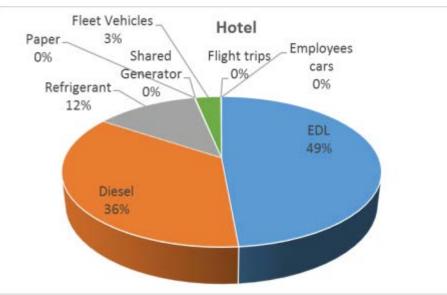


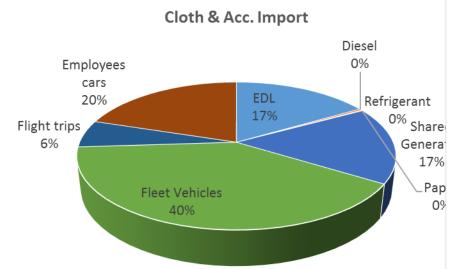
	EDL	Diesel	Refriger Paper ant		Shared Fleet Generato Vehicles r		Flight trips	Employees cars	Total
Construction									
Company	58.5	184.5	21.8	1.5	37.4	128.6	0.6	106.9	539.6
Hotel	224.3	165.2	57.0	0.5	0.0	14.2	0.5	0.0	461.6
FM	13.0	27.5	22.5	1.5	118.5	58,288.2	0.6	35.6	58,507.4
Cloths& Acc. Import	19.5	0.4	0.0	0.2	20.0	23.7	70.8	16.6	151.3

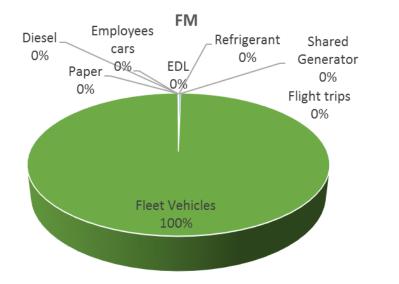
	Total (tCO2e)	Area (m2)	Employee	tCO2e/m2	tCO2e/Emp
			S		
Construction Company	539.6	750.0	40.0	0.7	13.5
Hotel	461.6	1,250.0	60.0	0.4	7.7
FM	58,507.4	550.0	15.0	106.4	3,900.5
Cloths& Acc. Import	151.3	850.0	25.0	0.2	6.1



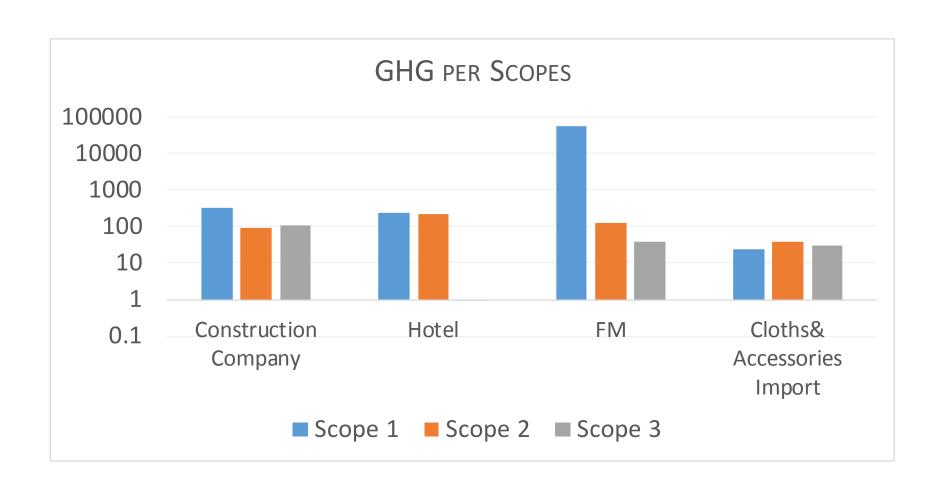




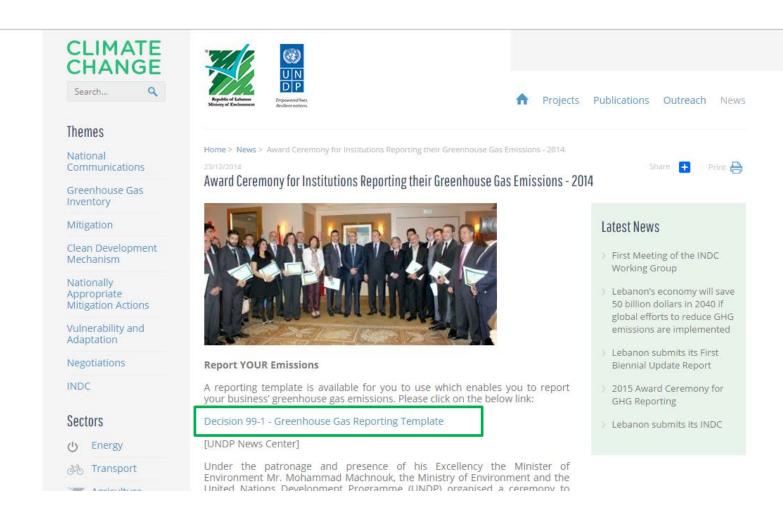












# **Monthly GHG Audit**





## **Reduction Initiatives**



- Link the GHG to the real costs of the company
- Monthly Variation to check your process
- Modify the process
- Energy, paper audits
- Implementations: Local Loans (NEEREA...)
- Rely on more RE

National Energy Efficiency and Renewable Energy Action" (NEEREA) is a national financing mechanism initiated by the Central Bank of Lebanon (Banque du Liban-BDL) dedicated to the financing of green energy projects in Lebanon. It offers loans for energy efficiency, renewable energy and green buildings projects with interest rates as low as 0% and repayment period as long as 14 years. The NEEREA initiative receives the technical support of the LCEC by virtue of the memorandum of understanding signed between the Central Bank of Lebanon and the United Nations Development Programme (UNDP).





#### PLANET 21,

With PLANET 21, Accor has made 21 commitments in favour of sustainable development. Health, nature, carbon, innovation, local development, employment and dialogue. 21 commitments for the well-being of our world.

In all our hotels, we work with employees, guests and partners to reinvent hotels - sustainably. Care for the planet? Please step in.















#### SEE WHAT ACCOR HOTELS HAVE ACHIEVED



- > 97% of hotels use eco-labeled products.
- 97% of hotels promote balanced dishes.
- 74% of hotels organize disease prevention training for employees.

#### NATURE

- -5.6% reduction in water use between 2011 and 2014 (owned/leased and managed hotels).
- 88% of hotels recycle their waste.
- 46% of hotels participate in the Plant for the Planet reforestation project.



#### CARBON

- Energy use increased by -4.5% between 2011 and 2014 (owned/leased and managed hotels).
- 9% of hotels use renewable energy.



40% of hotels have at least three eco-designed room components.



- > 48% of hotels have committed to protecting children.
- 87% of hotels purchase and promote locally sourced products.
- 93% of hotels ban endangered seafood species from restaurant menus.

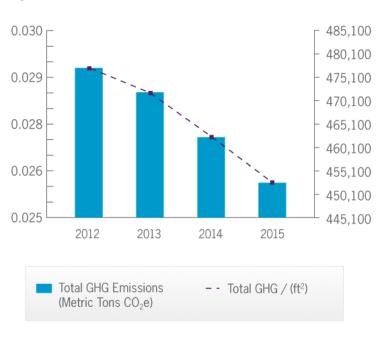


69% of hotel managers are promoted from internal mobility (owned/leased and managed hotels).

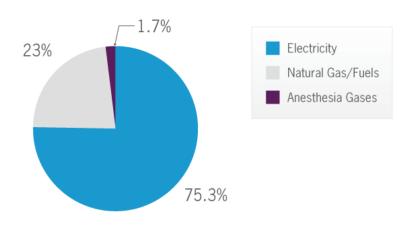
# PLANET 21 IS 7 PILLARS 21 COMMITMENTS IN 92 COUNTRIES 0:00 / 2:40



Scope 1 & 2 CO<sub>2</sub> Emissions Improvement from 2012 Baseline



#### 2015 Scope 1 & 2 Carbon Footprint



# Carbon Footprint Reduction Cleveland Clinic reduced its scope 1 & 2 carbon footprint 4.5% from 2014 and 8.4% from 2012!

http://portals.clevelandclinic.org/ungc2016/Environment/ClimateResilience/tabid/9669/Default.aspx#294351511-carbon-mitigation





#### Taking steps to reduce our carbon footprint

Did you know that each person in the UK has, on average, an estimated 11 tons of carbon emissions associated with their lifestyle?

By working with the Carbon Trust, Walkers are helping to reduce our, and your, carbon footprint.

# Carbon footprints Exactly what is a carbon footprint?

# Calculating our emissions

Working out the carbon footprint of a packet of Walkers Crisps.









#### BARILLA GROUP: THE ONLY WAY OF DOING BUSINESS



#### MIGLIORARE LA VITA DELLE PERSONE

Entro il 2020 Barilla migliorerà la vita delle persone promuovendo scelte di consumo in linea con la piramide alimentare.

#### IMPROVING PEOPLE'S LIVES

By 2020 Barilla will improve people's lives by promoting consumer choices in line with the food pyramid.



#### RIDURRE L'IMPATTO SUL PIANETA

Entro il 2020 Barilla offrirà alle persone solo prodotti alla base della piramide ambientale.

#### REDUCING THE IMPACT ON THE PLANET

By 2020 Barilla will offer people only products at the bottom of the environmental pyramid.



#### PROMUOVERE L'INCLUSIONE DI TUTTI

Entro il 2020 Barilla promuoverà l'inclusione delle persone attraverso programmi di accesso al cibo, progetti educativi e valorizzazione delle diversità.

#### ENCOURAGING THE INCLUSION OF ALL

By 2020 Barilla will promote the inclusion of people through programs for access to food, educational projects and the promotion of diversity.

#### REFORMULATED PRODUCTS TO IMPROVE THEIR NUTRITIONAL PROFILE

33	41	33
2012	2013	2014

#### 2014 SALT REDUCTION:

OF PRODUCT

#### 2014 FAT REDUCTION:

OF PRODUCT

#### CO, EMISSIONS

(per ton of finished product compared to 2010)

2011	2012	2013	2014
-7%	-13%	-19%	-20%

#### WATER CONSUMPTION

(per ton of finished product compared to 2010)

- Qu	er torror minarco pro-	auct compared to 20	20)
2011	2012	2013	2014
-5%	-11%	-17%	-20%

SUSTAINABLE CULTIVATION PROJECTS DEFINED FOR 100% STRATEGIC SUPPLY CHAINS

#### IN 2014 ALMOST 2 MILLION PEOPLE SUPPORTED:

- INCLUSION OF PEOPLE THROUGH FOOD AND SUPPORT IN EMERGENCIES
- EDUCATION

2,027

TONS OF DONATED PRODUCTS EMERGENCY MOBILE KITCHEN

BARILLA AND CIVIL PROTECTION

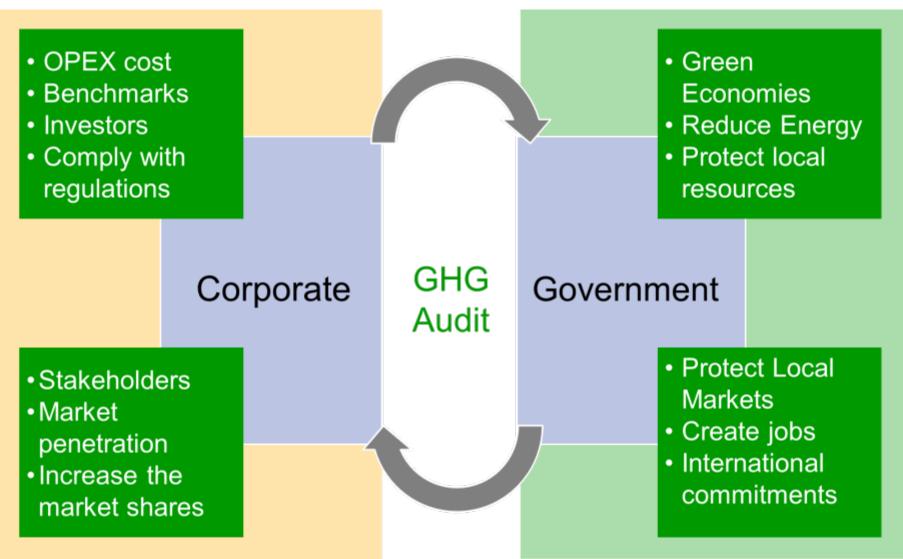
SHARE THE TABLE

HAS INVOLVED MORE THAN 5 200 YOUNGSTER:

SINCE ITS LAUNCH IN 2009, GIOCAMPUS
HAS INVOLVED MORE THAN 33,900 YOUNGSTERS

# **Importance of the GHG Audit**





# Key learning points

# MODULE 5 CARBON FOOTPRINT STRATEGY

An action plan for the future

## **Key Questions**

What are the key components of a Carbon footprint strategy?
What steps do I need to take internally?



# THERE 15 PLANET

# **Carbon Footprint Strategy**





## 'Waste' CAN be Turned into a Resource



# New growth and job opportunities

- Better eco-design, waste prevention and reuse can bring net savings for EU businesses of up to EUR 600 billion
- Reduction of total annual greenhouse gas emissions
- Increased resource productivity by 30% by 2030 could boost GDP by nearly 1%, while creating 2 million additional jobs



Visit: <a href="http://ec.europa.eu/environment/circular-economy/">http://ec.europa.eu/environment/circular-economy/</a>

## **Performance Measures**



## **Good Performance Measures:**

- Provide a way to see if our strategy is working
- Focus on what matters most to success
- Allow measurement of accomplishments, not just of tasks
- Provide a common language for communication
- Are explicitly defined in terms of owner, unit of measure, collection frequency, data quality, expected value (targets), and thresholds
- Measure the right things
- Ensure data collection accuracy

# Strategy Exercise



# SELECTED ORGANISATION

					_						
Environment Objective:				Social Objective:							
Area/Issue	Measures KPIs	Targets	Initiatives		Initiatives		$\Leftrightarrow$	Area/Issue	Measures KPIs	Targets	Initiatives
Gov				orporate vernanc d Strate	ce						
Workplace Objective:							tplace ctive:				
Area/Issue	Measures KPIs	Targets	Initiat	ives		Area/Issue	Measures KPIs	Targets	Initiatives		
					$\Leftrightarrow$						
									91		

# A road-map



# Pillar: Environment Company Strategic Objective:

Climate Change Topic	Measures KPIs	Target	Initiative	Initiative Resources	Initiative Timeline	Initiative Goal

# For each Initiative



Stages	Who is responsible for this stage?	Who will be involved in this stage (departments/function s, roles names)	Milestones / Deadline	Financial requirements	What is the objective of each step
Kick off meeting					
Identify stakeholders and consult with them					
Finalise initiative details: KPIs, timeline, etc & set SMART goals					
Start Initiative					
Monitor indicator/progress every X weeks					
Report progress					
Corrective activities (if required)					
Communicate results to stakeholders					
Overall Project responsible					93

# Kick off meeting agenda example



Meeting Agenda						
Date						
Time						
Location						
Meeting called by						
Timekeeper						
Secretary						
Attendees						
Please read/prepare before meeting:						
Ag	enda Ite	ms				
Topic	Pres	enter	Time Required			
	Decision	S				
Document each project decision reached. Indicate follow-up actions. Assign responsibility and a target date for completion.						
Decision Description	Action Required Responsible		Target Date			

# The Key Skill: Communication!



"Sustainability is too big a job for any one person or any one organization to get done alone."

- Anonymous

"It's all about change. It's the ability to encourage and influence the business to scale it up. Ultimately my job is to show people that we need to change, change is possible, and there is something that we need to get to."

- Bart Alexander, Molson Coors

"You have to have the ability to create a vision for the future, and have the communication and intercultural skills to translate that into bits that people can chew on."

- Bart Alexander, Molson Coors

# Closing remarks













# Thank You!

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