



Duurzaam Ondernemen: tussen Verantwoordelijkheid en Regelgeving

RIBIZZ Netwerkbijeenkomst, dinsdag 17 september 2024

SPORTS
LEAVE YOUR
MARK INQ

The activist's dilemma



What impact do climate rallies and disruptive protests really have on climate action – and are the more disruptive tactics actually working?



The Big Read EU business regulation

+ Add to myFT

Is red tape strangling Europe's growth?

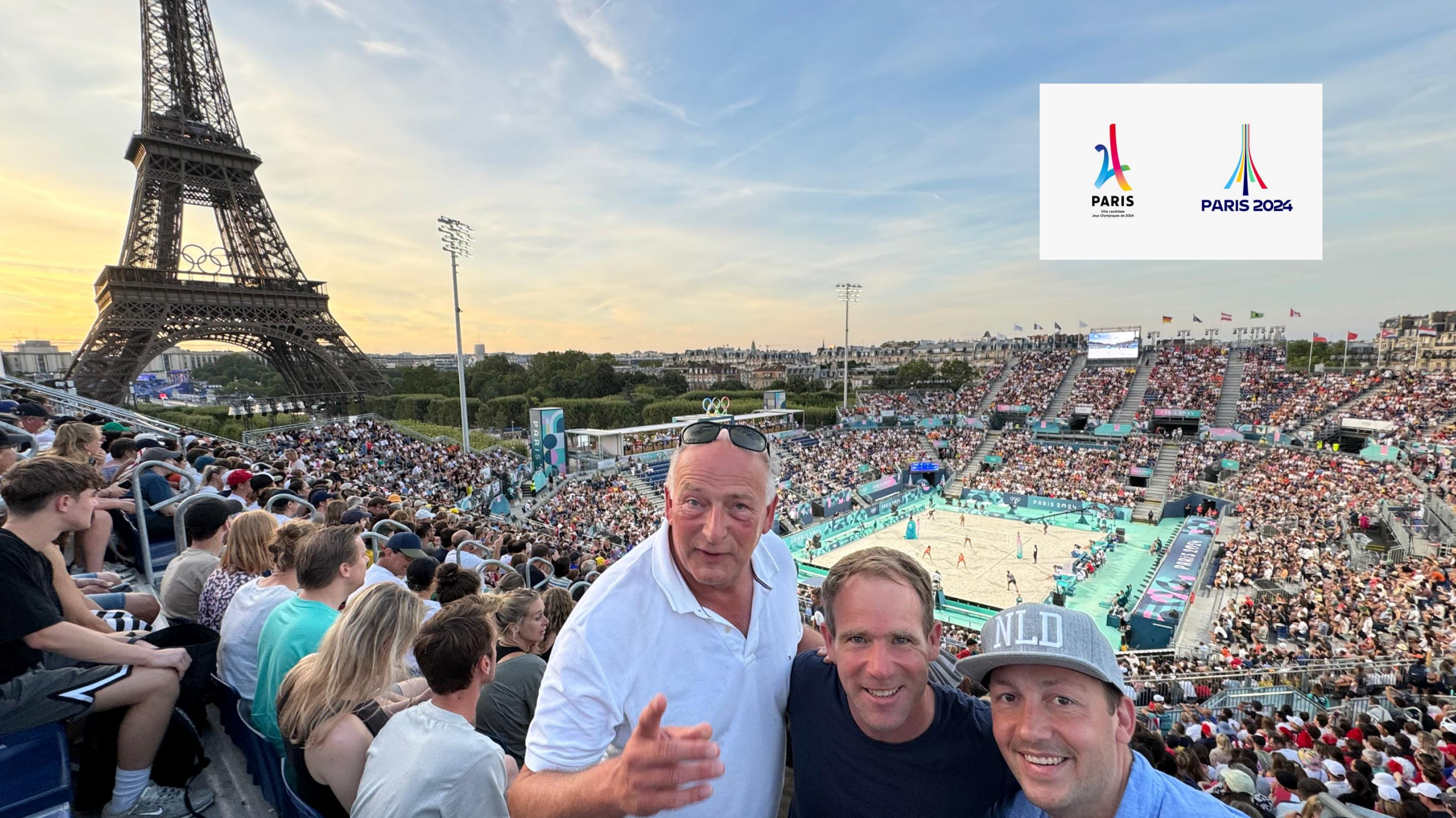
Officials and companies fear the costs of complying with new environmental laws are smothering the EU's competitiveness

FT, 9 September, 2024

Bartel Berkhout

- Lecturer/PhD Candidate Sports Business & Leadership
- Amsterdam University, Nyenrode Business Universiteit and LUISS Business University, Italy.
- Trainer/coach National team Canada, South Africa/Hockey India League
- Oprichter Sports Leadership Institute en SportsinQ







HASSAN

Nederland
PARIS 2024









MEN'S INDIVIDUAL
PARIS 2024



















What is future of the Games?

Increasing amount of cities pull out of bidding process



Saudi makes bid to host 2029 Asian Winter Games



THINKING AHEAD: ANTICIPATING AND AVOIDING IMPACT

50%
LESS CARBON
FOOTPRINT

PARIS WILL HALVE THE
CARBON FOOTPRINT
COMPARED TO
PREVIOUS GAMES



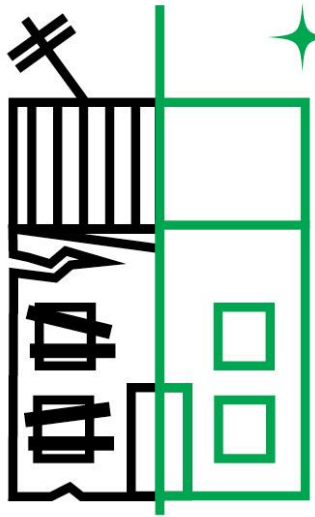
ALIGNED
WITH THE **PARIS**



GREEMENT

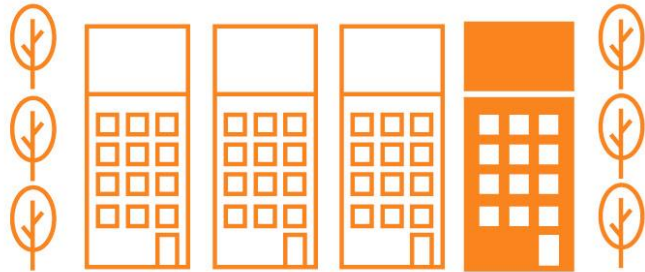
REGENERATING

THE OLYMPIC VILLAGE

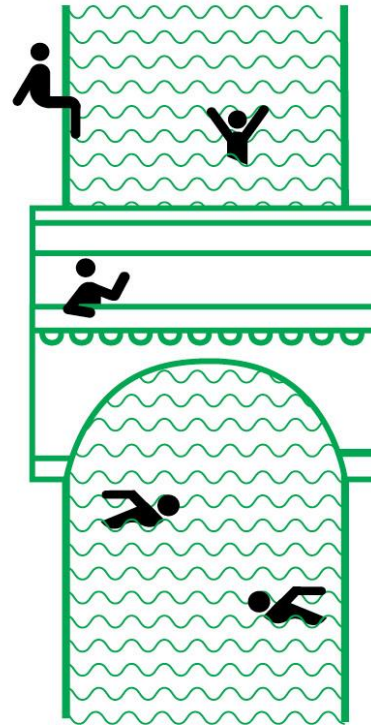


NEW HOUSING
FOR 6,000 PEOPLE

6,000
NEW JOBS



25-40%
SOCIAL
HOUSING



THE SEINE

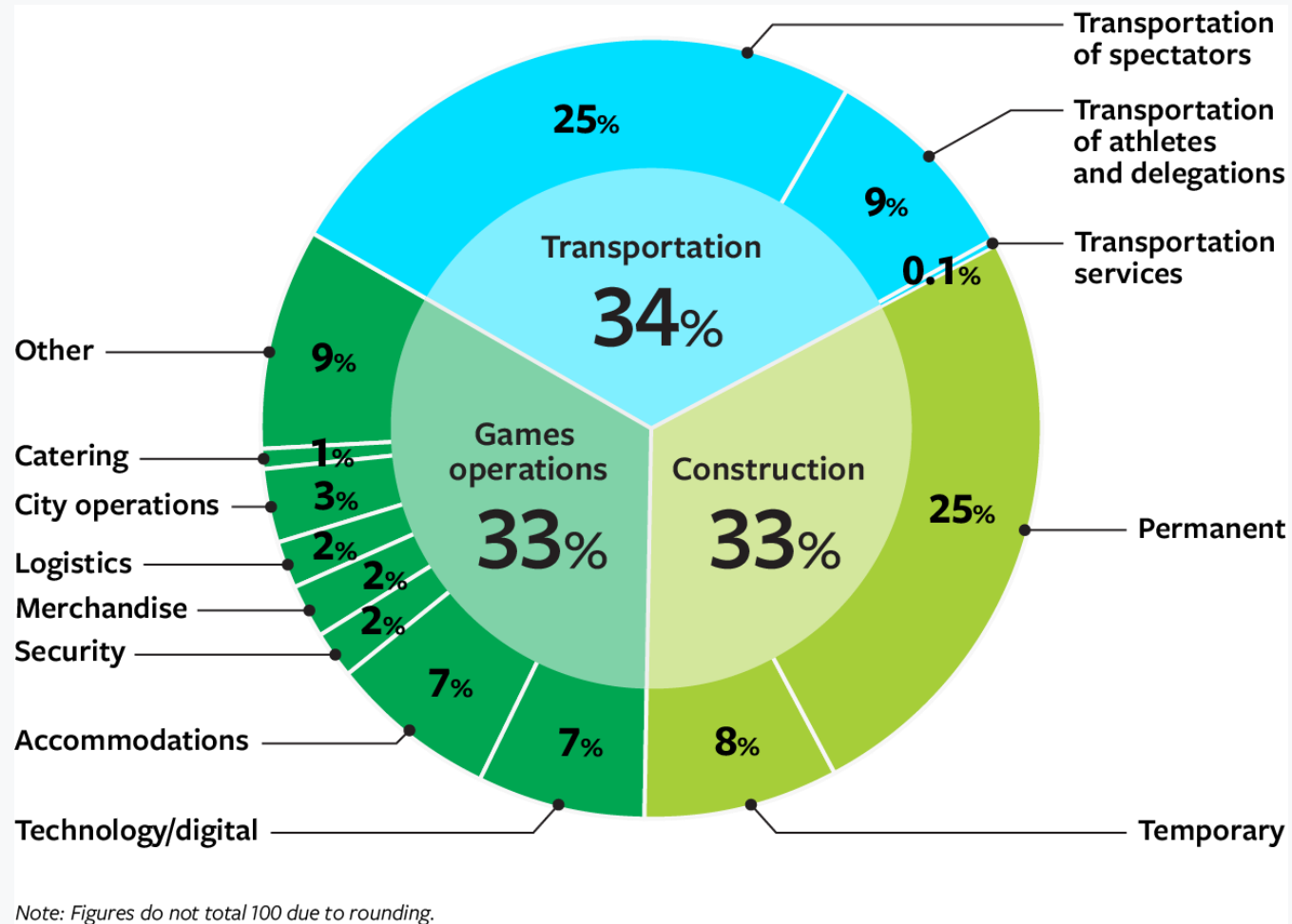
The Games are accelerating
the cleanup of the Seine River.



THE AQUATICS
CENTRE

will provide a multi-
sports hub for the
local community.

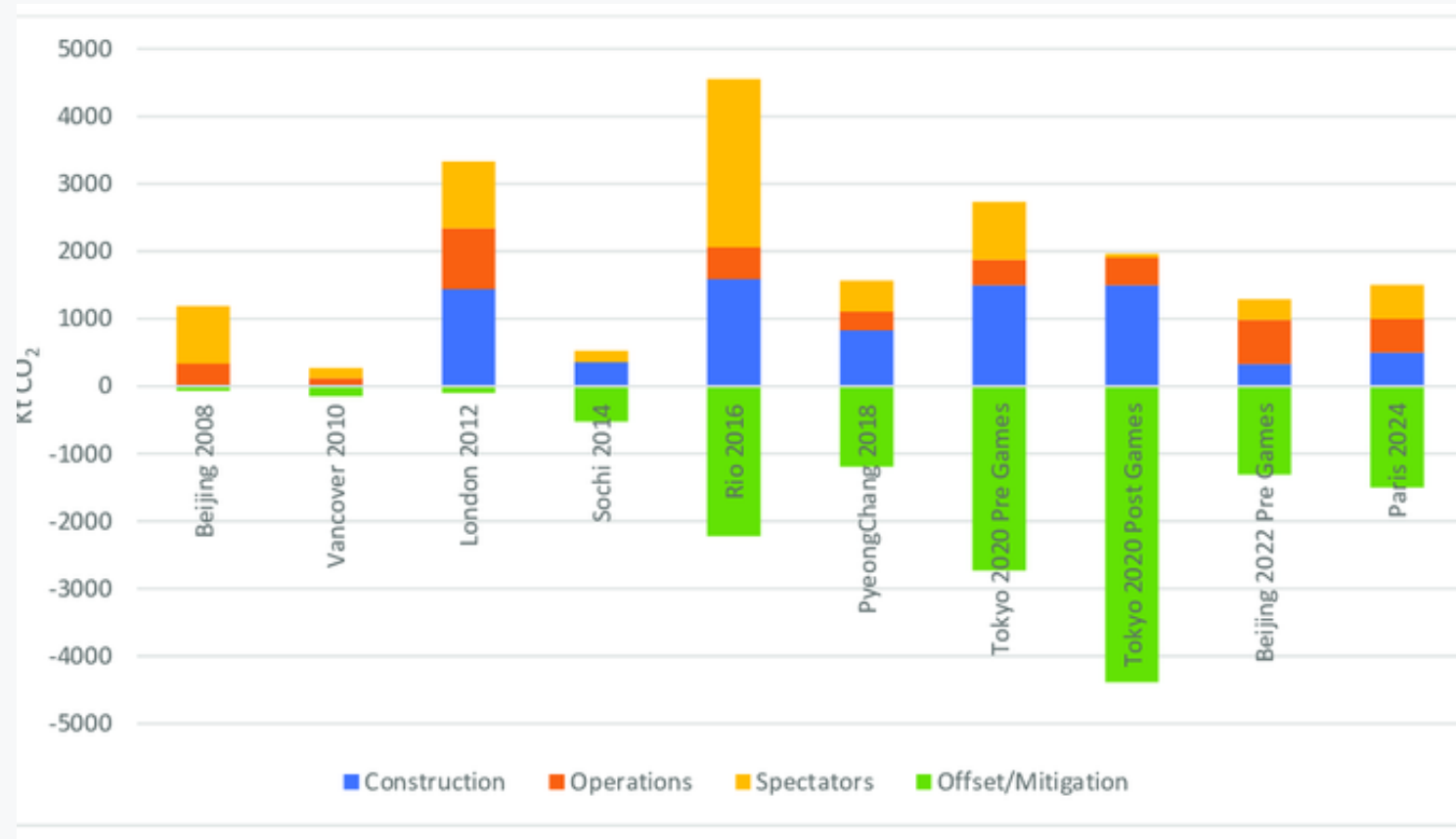
Three Main Sources of Carbon Impact



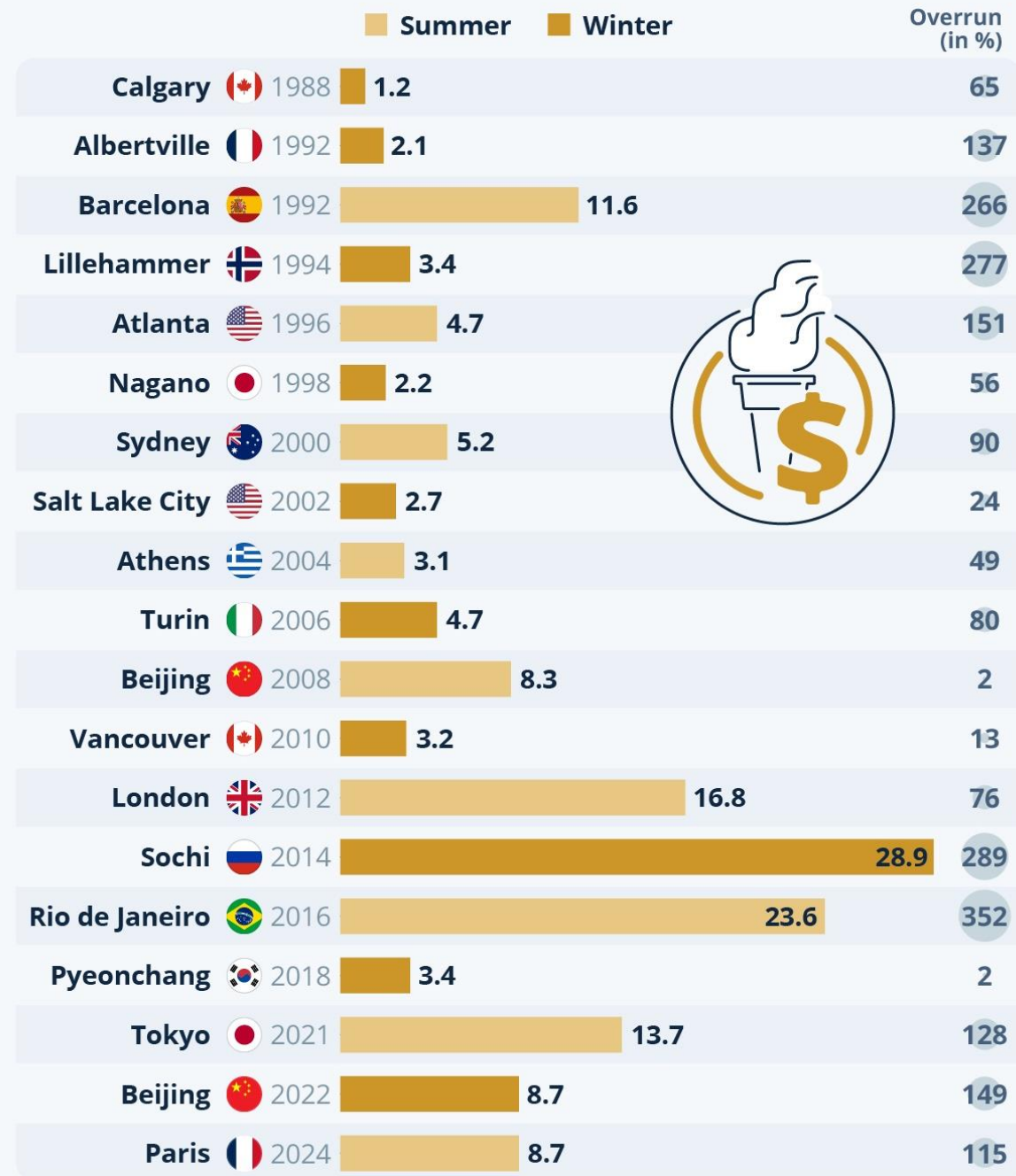
1.58 million teqCO₂....
But there is a cliffhanger

Offset

S&P Global has reported that they have already secured **1,472,550 metric tons of CO2** credits from 13 projects. These initiatives, mainly in Africa, focus on cookstoves, solar power, mangrove restoration, forestry, and clean water



Paris 2024 Olympic Costs



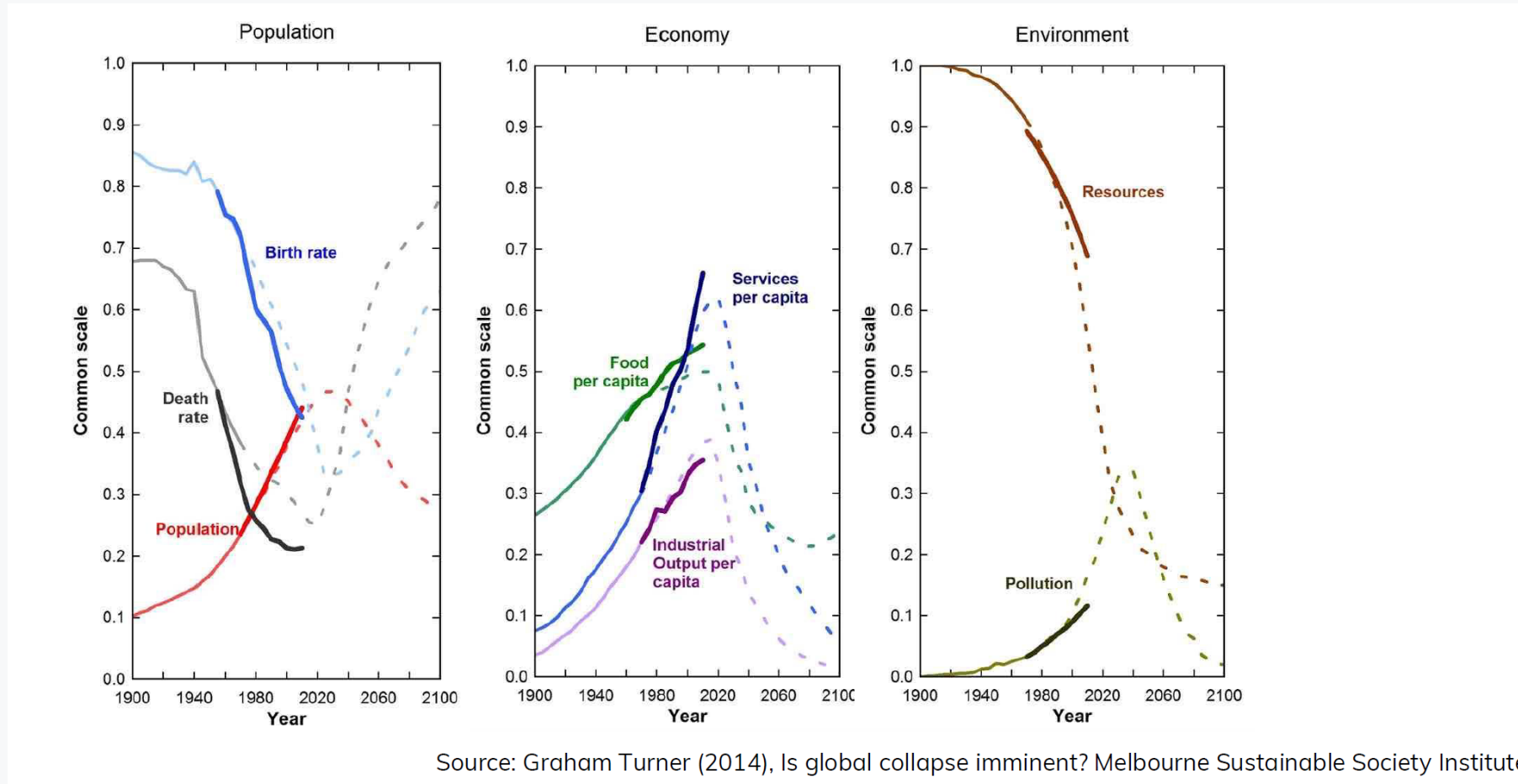
Our world in 2040

- 9 billion people (11bn in 2100)
- 2 billion living in poverty
- 68% having overweight (NL)
- 25% > 65 years
- 1,5 temperature rise

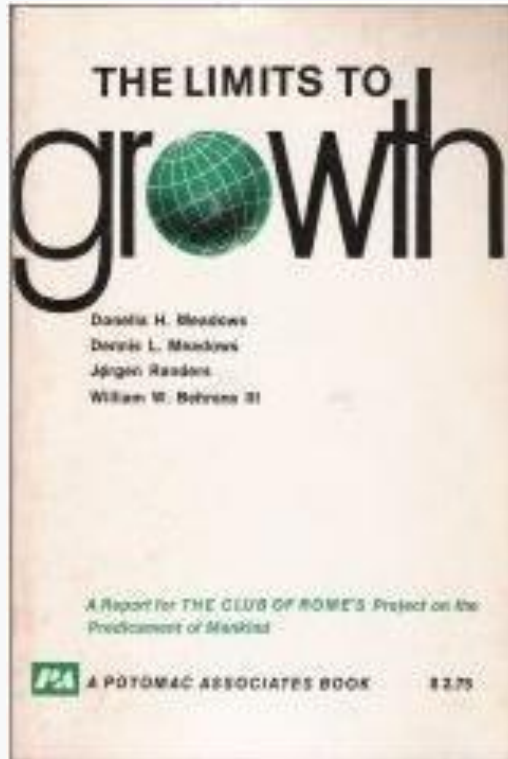


There are 'Limits to Growth'

And we've known this since 1972



The Limits to Growth (1972)



World3-Model simulated numerous interactions within and among the key subsystems of the global economy

Population,
Industrial capital
Pollution
Agricultural systems
Non-renewable resources

Five scenario's for 2040



RENAISSANCE OF DEMOCRACIES



A WORLD ADRIFT



COMPETITIVE COEXISTENCE



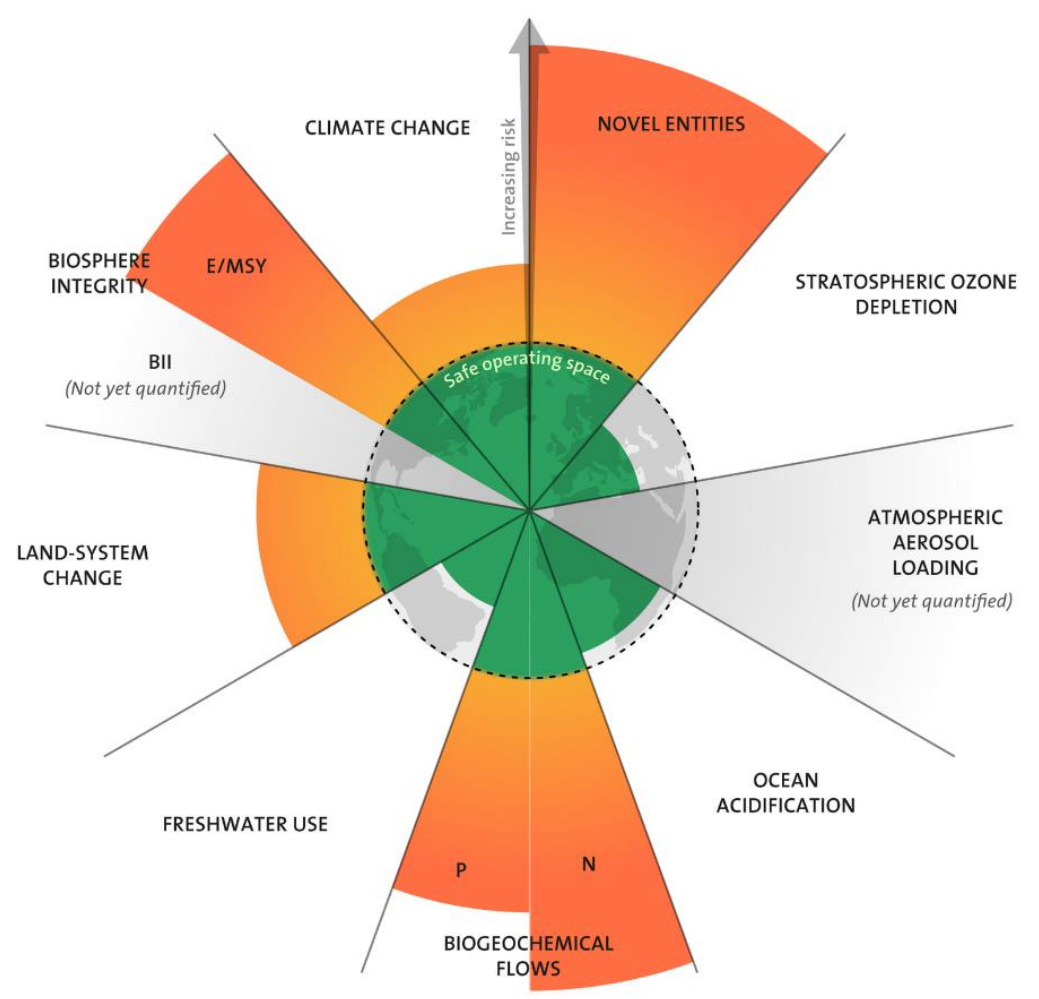
SEPARATE SILOS



TRAGEDY AND MOBILIZATION

The nine planetary boundaries

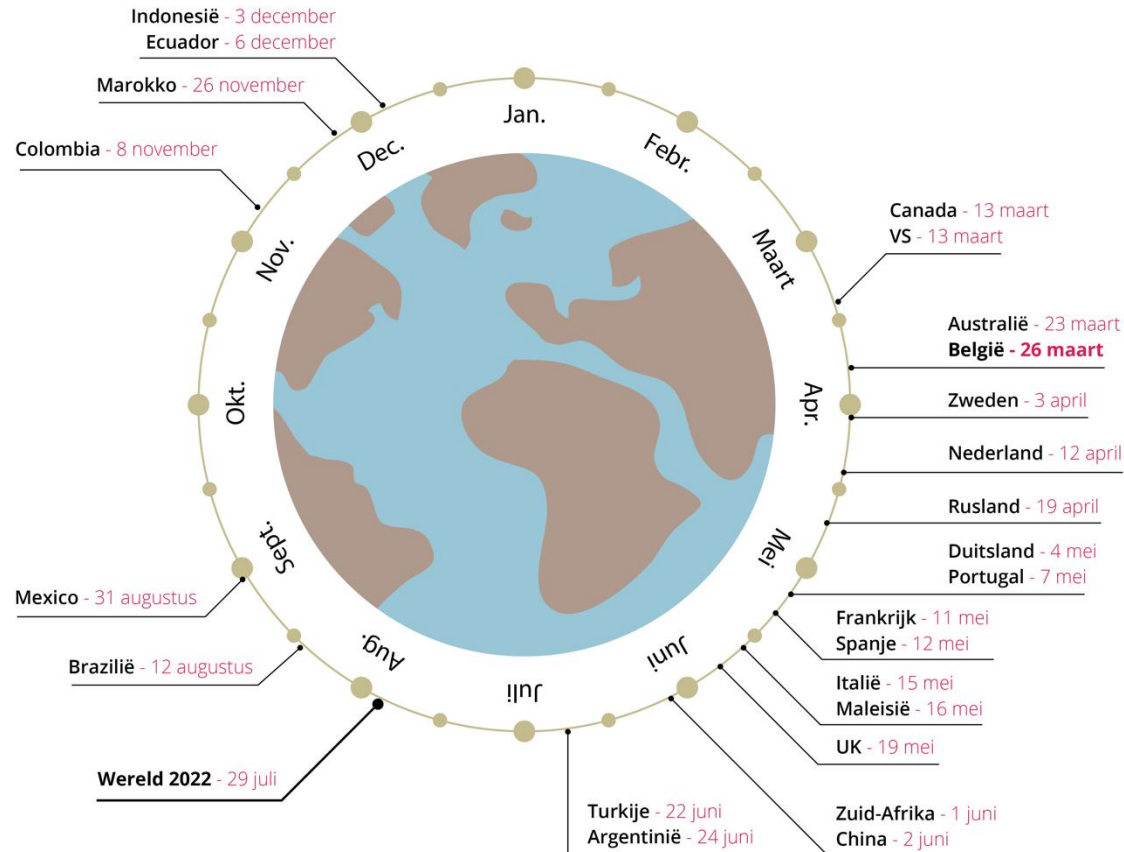
Shockingly, climate change is NOT the most pressing issue



Stockholm Resilience Centre

33

Ever heard of 'Earth Overshoot Day'?

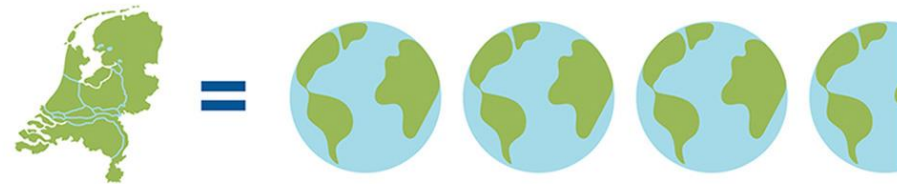


1 April 2024 is Dutch Overshoot Day, the day when the Dutch have used the global biocapacity available for the year. In other words, if everyone on Earth lived like the Netherlands, 3.6 Earths would be needed. This over-exploitation of the planet is at the root of climate change, biodiversity- and the nitrogen-crisis. Global Footprint Network has calculated that Dutch climate policy could reduce our overshoot by 44% by 2030.

Source: Global Footprint Network

Dutch Overshoot Day is April 12

We would need **3.6 Earths**
if everyone lived like people
in the Netherlands



How committed is the Netherlands
to securing its economic
long-term success?

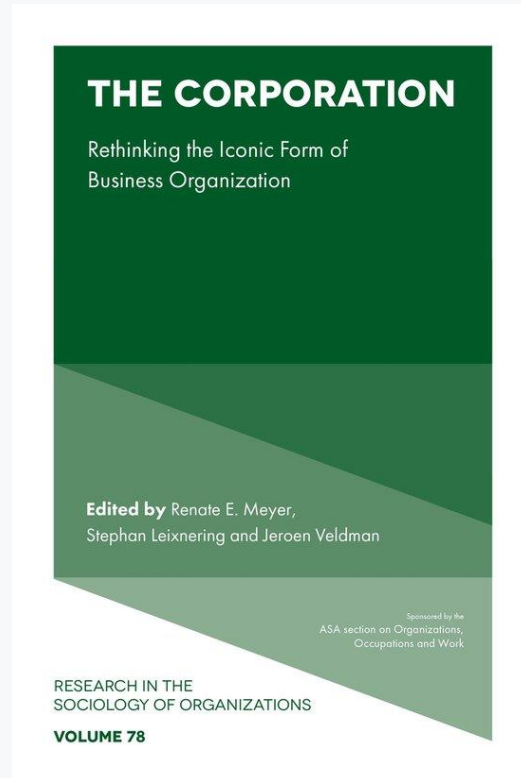


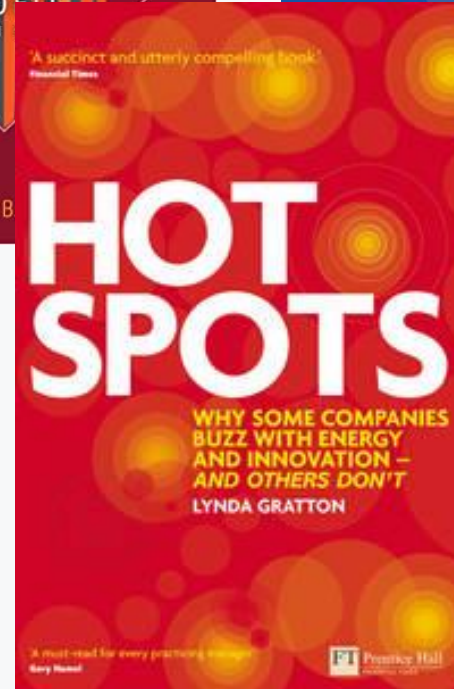
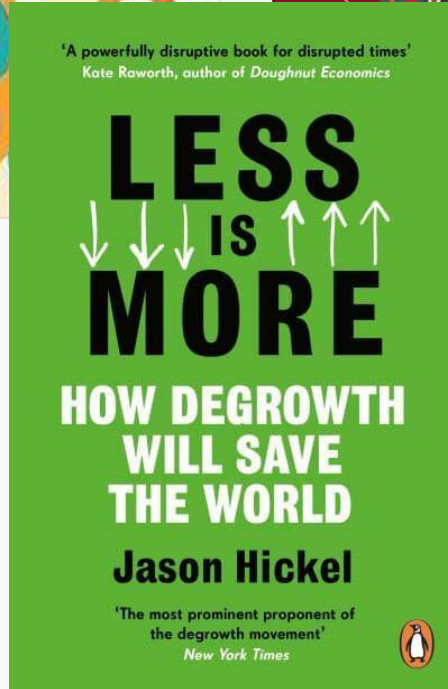
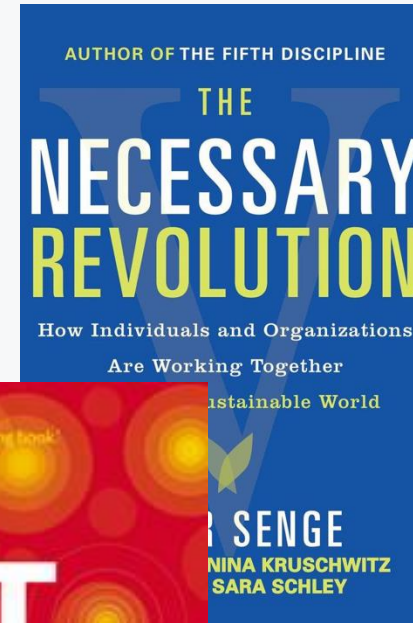
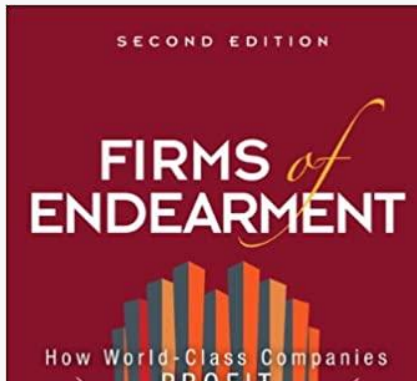
overshootday.org/netherlands

<https://www.footprintcalculator.org>



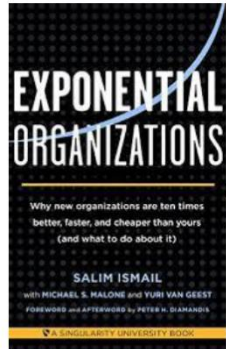
RETHINKING THE CORPORATION



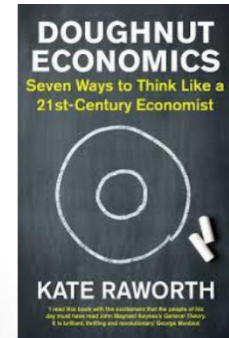
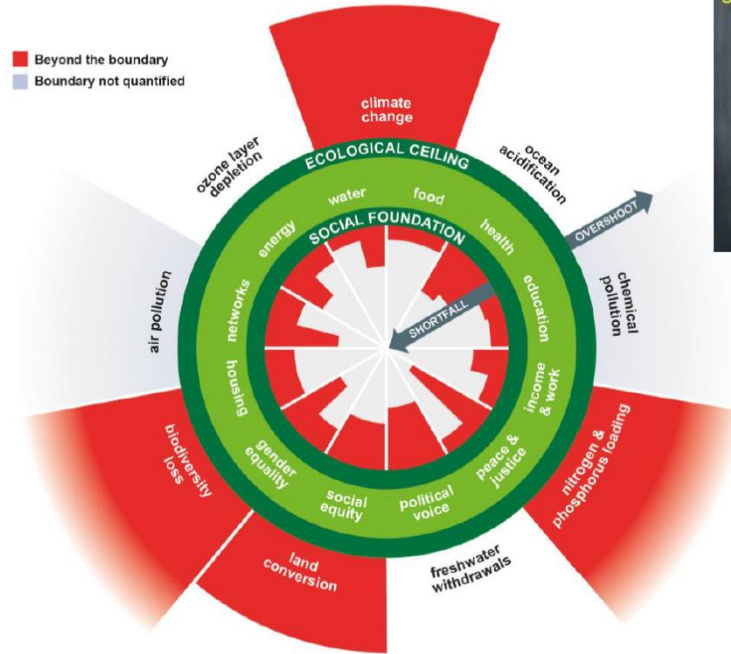
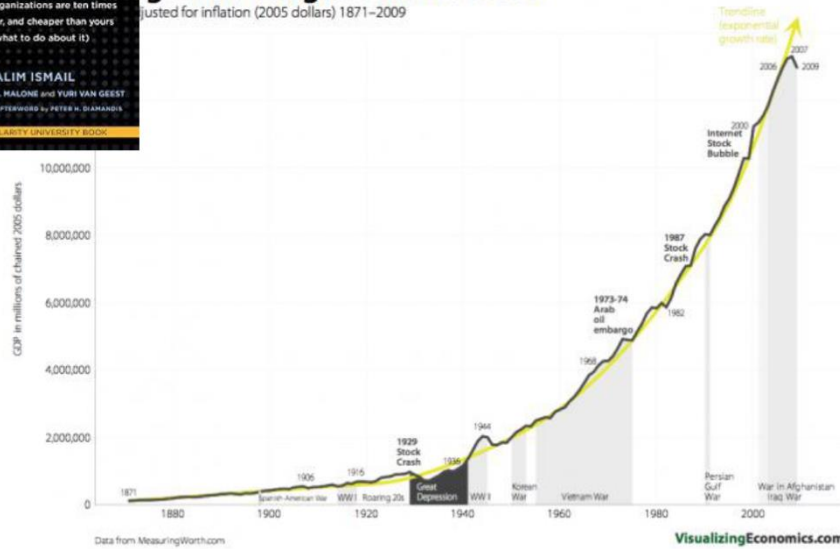


Exponential growth vs. Doughnut Economics

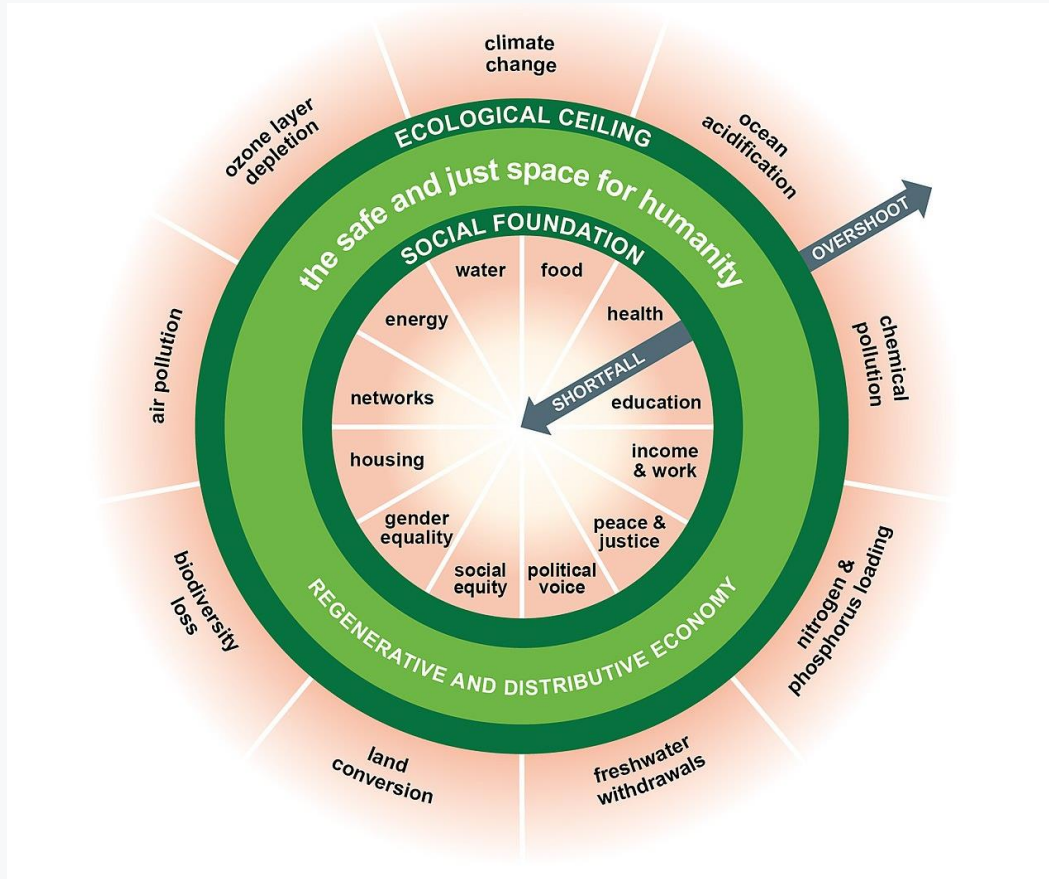
Which paradigm is going to win?



Long-term real growth in US GDP



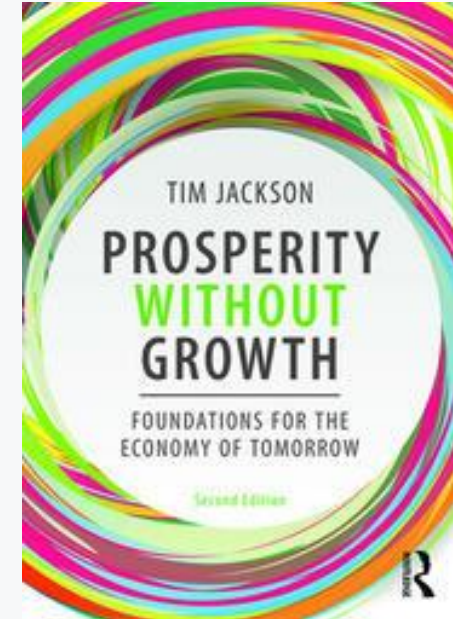
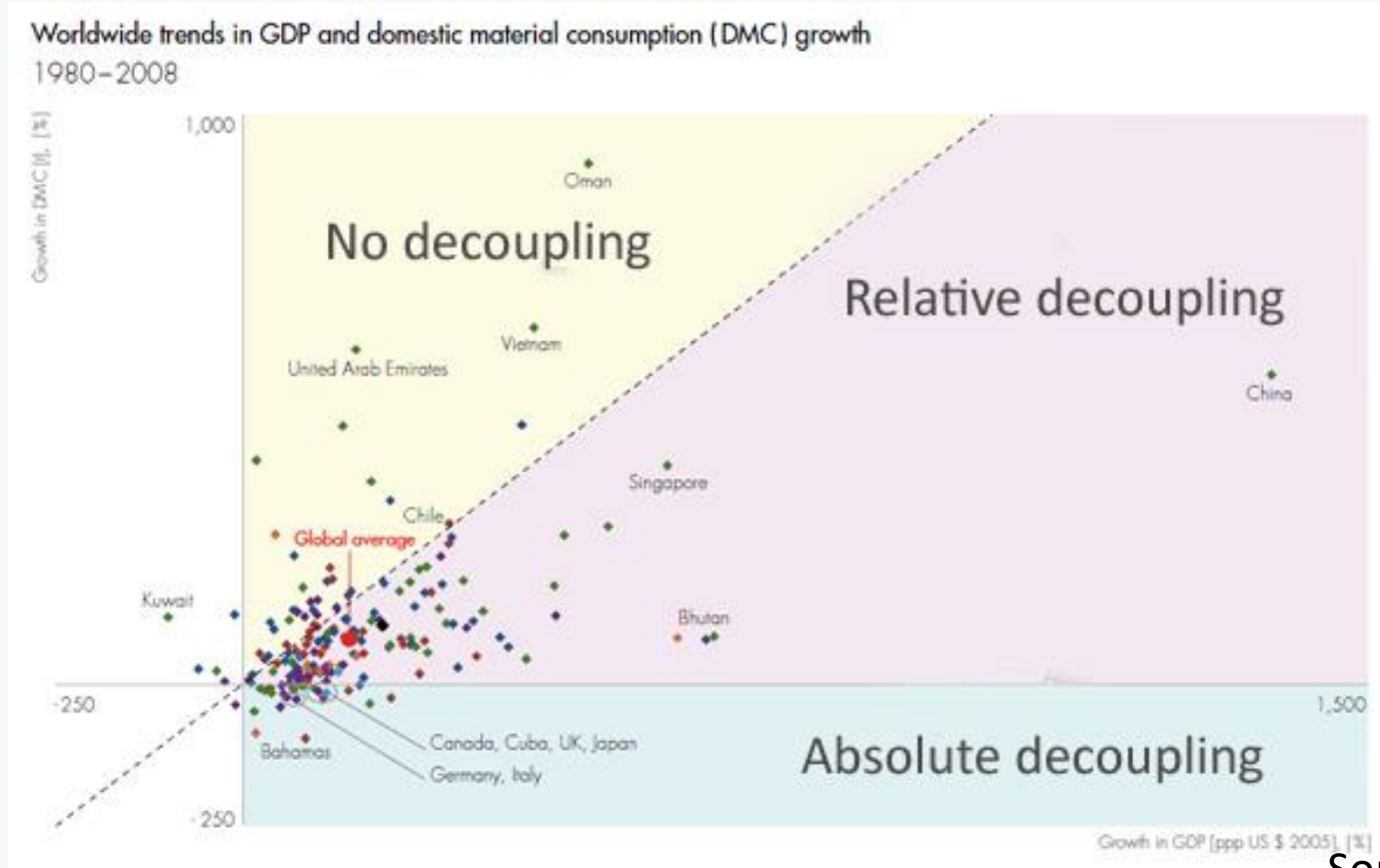
Doughnut (economic model)



The **Doughnut**, or **Doughnut economics**, is a visual framework for [sustainable development](#) – shaped like a [doughnut](#) or [lifebelt](#) – combining the concept of [planetary boundaries](#) with the complementary concept of social boundaries.

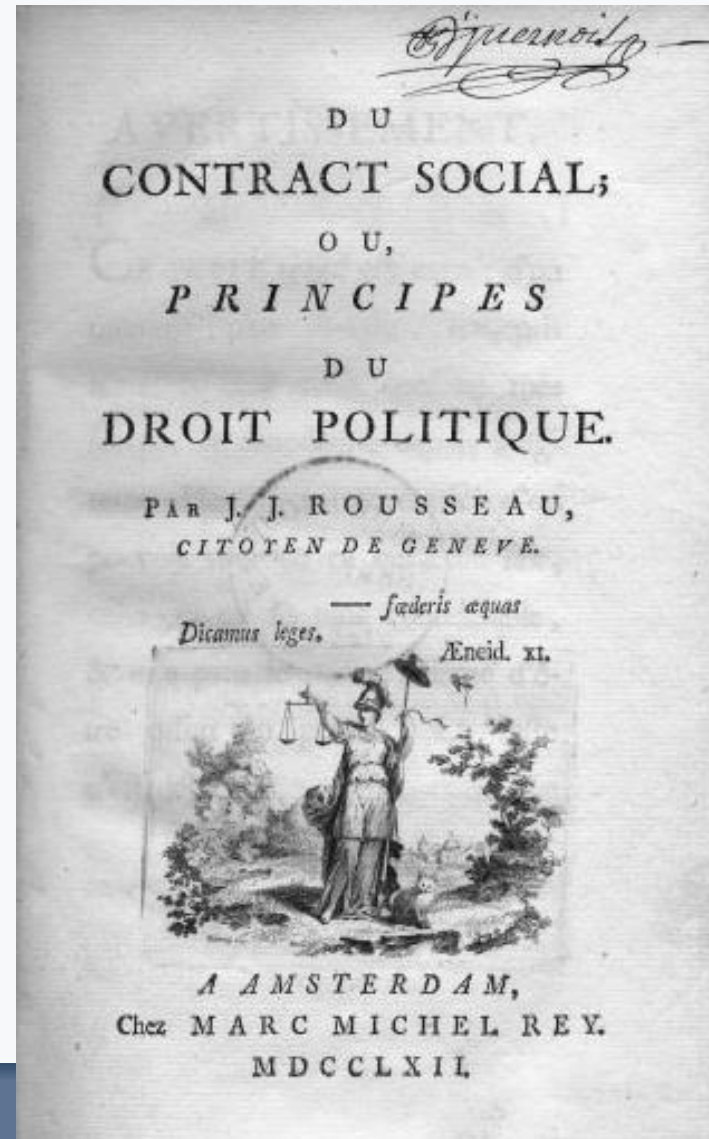
Prosperity without growth

Tim Jackson proposed that we work towards 'absolute decoupling'



Source: Makewealthhistory.com (2012)

Rousseau: Social Contract



patagonia



Yvon Chouinard



Steward-ownership



Steward-ownership: For Entrepreneurs Who Want to Make a Positive Impact

The universal principles of steward-ownership:

- Self-governance: Control remains in the company with people directly connected to stewarding its operation and mission. Control can no longer be bought or sold.
- Profits serve purpose: The profits generated can't be privatized. They must serve the company mission. Which means they are either reinvested in the company, or its stakeholders, or donated.
- Investors are rewarded: Investors and founders receive capped returns or dividends.

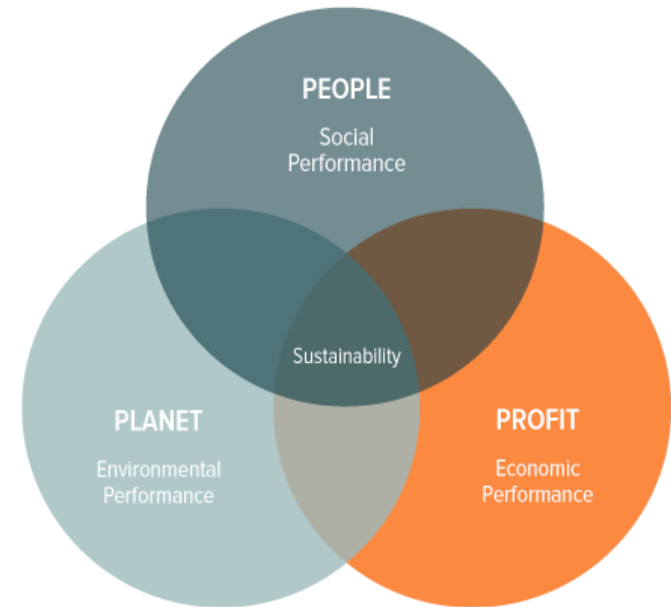
~~Shareholder owned.~~
STEWARD

Long term value creation

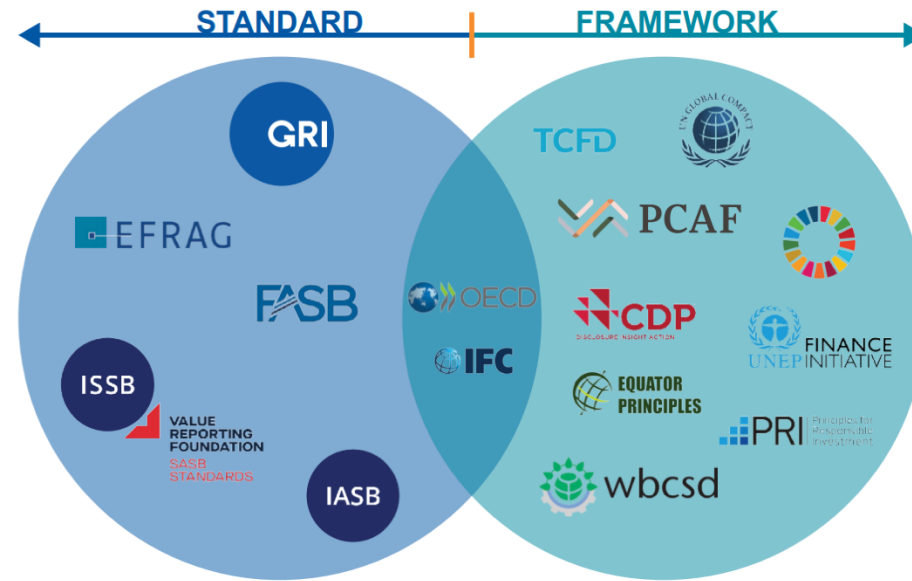
SUSTAINABLE DEVELOPMENT GOALS



THE TRIPLE BOTTOM LINE, ILLUSTRATED



To make it clear from the start, the sustainability landscape can be grouped in roughly two main directions: organizations that publish standards and the ones that issue frameworks or guiding principles. Of course, the world is not entirely black and white as some organizations tend to do both.



RANKERS & RATERS



ESG



ENVIRONMENTAL

Climate change strategy,
Biodiversity,
Water efficiency,
Energy efficiency,
Carbon intensity,
Environmental
management system



SOCIAL

Equal opportunities,
Freedom of association,
Health and safety,
Human rights,
Customer &
products responsibility,
Child labour



GOVERNANCE

Business ethics,
Compliance,
Board independence,
Executive compensation,
Shareholder democracy

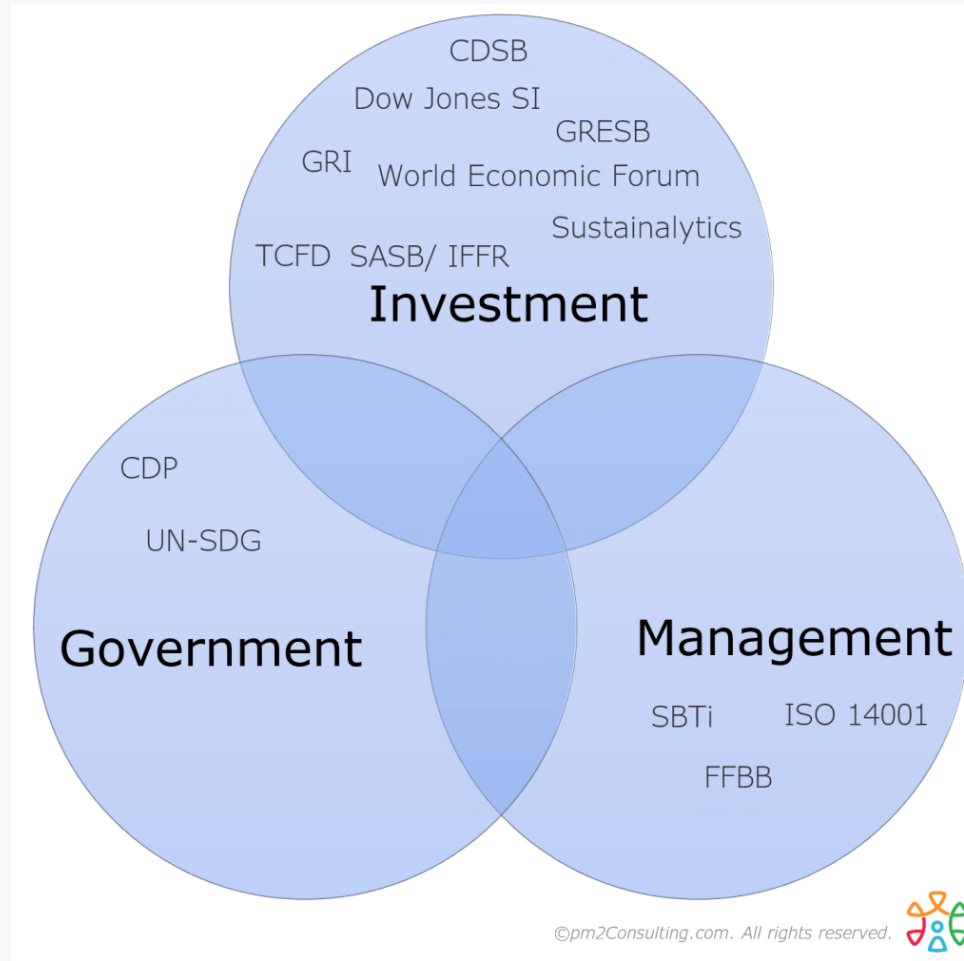


Environmental, Social, and Governance (ESG) refers to the integration of environmental, social, and corporate governance factors as drivers in investor and company decisions. It began as an investment strategy but has evolved such that ESG-related factors are now considered more broadly, including in government policies and business strategies.

Is ESG part of SDG?

Yes and no. ESG is a subset of SDGs. ESG is used to measure environmental, social and governance practices within an organization. By incorporating sustainable development practices into daily business operations and products and services, organizations can achieve success through the use of ESG factors which will eventually integrate with SDGs.

ESG frameworks typically cater to three stakeholders — investors, government, and management.



	Primary Purpose	Audience of Reporting	Works Well With	Primary Business User
ISO 26000	Introductory guidance on what is needed to develop a Corporate Social Responsibility function	NA	NA	Chief Executive, Finance, and Legal Officers to establish the CSR Function, and then Head of CSR for early guidance.
Global Reporting Initiative (GRI)	Help companies understand what ESG and CSR factors it can measure and manage, and guidance how to do so	All stakeholders, including investors	SASB, CDP, UNGC	Chief Finance, Legal, HR, and Sustainability Officers, primarily managed by Head of CSR and/or Head of ESG
Sustainability Accounting Standards Board (SASB)	Help companies understand what ESG factors are material to their business, and should be disclosed to investors	Primarily investors	GRI	Chief Executive, Finance, and Legal Officers, managed by Head of ESG
CDP	Help companies understand how effective they are at managing water and greenhouse gas (GHG) emissions, and helping investors rate and rank them	Primarily investors	GRI	Head of ESG, Chief Financial Officer
UN Global Compact (UMGC)	Help companies set ESG and CSR targets in service of the United Nations Sustainable Development Goals	All stakeholders, including investors	GRI	Chief Executive, Finance, and Legal Officers, managed by Head of CSR
B Impact Assessment	An overall assessment on all CSR factors that go into making a business more responsible	All stakeholders, primarily partners and consumers	GRI, UNGC	Chief Executive, Finance, Legal, HR, Sustainability, Product, Technology Officers, and Head of CSR.

GRI Standards

Universal Standards



Requirements and principles for using the GRI Standards



Disclosures about the reporting organization



Disclosures and guidance about the organization's material topics

Apply all three Universal Standards to your reporting

Sector Standards



Use the Sector Standards that apply to your sectors

Topic Standards



Select Topic Standards to report specific information on your material topics

Sustainalytics ESG Risk Score

Beyond Meat, Inc.

Industry Group: Food Products

Country: United States

Identifier: NAS:BYND

ESG Risk Rating

43.6 Severe Risk



Last Update: May 22, 2021

Ranking

INDUSTRY GROUP
Food Products

419 out of 560

UNIVERSE
Global Universe

12578 out of 13831

JBS S.A.

Industry Group: Food Products

Country: Brazil

Identifier: BSP:JBSS3

ESG Risk Rating

47.6 Severe Risk



Last Update: Apr 15, 2021

Ranking

INDUSTRY GROUP
Food Products

496 out of 560

UNIVERSE
Global Universe

13166 out of 13831



Bloomberg ESG Score

Where the Raters Agree and Disagree

Correlations of ESG ratings agencies' scores across a common sample of companies

■ Below 0.1 ■ 0.1 to 0.3 ■ 0.3 to 0.5 ■ 0.5 to 0.7 ■ Above 0.7

Overall ESG rating

Agency	Asset4	KLD	RobecoSAM	Sustain*	Vigeo-Eiris
Asset4	--	0.42	0.64	0.67	0.71
KLD	0.42	--	0.49	0.53	0.48
RobecoSAM	0.64	0.49	--	0.68	0.71
Sustain*	0.67	0.53	0.68	--	0.73
Vigeo-Eiris	0.71	0.48	0.71	0.73	--

Environmental rating

	A4	KL	RS	SA	VI
A4					
KL					
RS					
SA					
VI					

Social rating

	A4	KL	RS	SA	VI
A4					
KL					
RS					
SA					
VI					

Governance rating

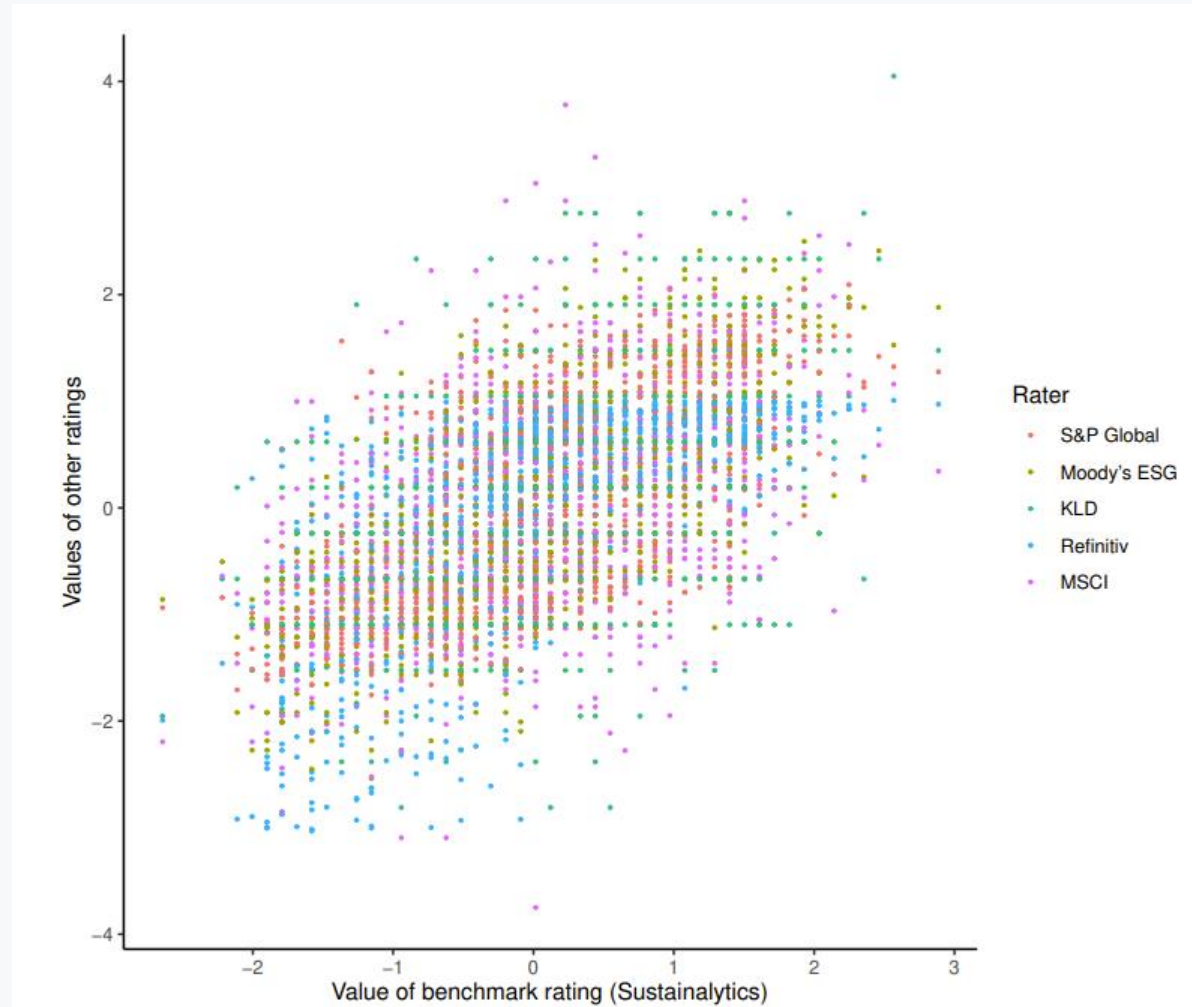
	A4	KL	RS	SA	VI
A4					
KL					
RS					
SA					
VI					

*Sustainalytics
Source: MIT Sloan School of Management

Bloomberg

Letter Rating	Leader/Laggard	Final Industry-Adjusted Company Score
AAA	Leader	8.571* - 10.0
AA	Leader	7.143 – 8.571
A	Average	5.714 – 7.143
BBB	Average	4.286 – 5.714
BB	Average	2.857 – 4.286
B	Laggard	1.429 – 2.857
CCC	Laggard	0.0 – 1.429

Correlation ESG ratings





ABOUT B CORP CERTIFICATION

Measuring a company's entire social and environmental impact.



Are sustainability ratings a problem?



A screenshot of a tweet from Elon Musk (@elonmusk) on Twitter. The tweet text reads: "Exxon is rated top ten best in world for environment, social & governance (ESG) by S&P 500, while Tesla didn't make the list!" followed by "ESG is a scam. It has been weaponized by phony social justice warriors." Below the text is a link "Tweet vertalen" and the timestamp "6:09 p.m. · 18 mei 2022 · Twitter for iPhone". At the bottom, there are statistics: "44,6K Retweets", "4.864 Geciteerde Tweets", and "312,6K Vind-ik-leuks". The bottom of the tweet interface shows icons for replies, retweets, likes, and share.

Elon Musk 
@elonmusk

Exxon is rated top ten best in world for environment, social & governance (ESG) by S&P 500, while Tesla didn't make the list!

ESG is a scam. It has been weaponized by phony social justice warriors.

[Tweet vertalen](#)

6:09 p.m. · 18 mei 2022 · Twitter for iPhone

44,6K Retweets **4.864** Geciteerde Tweets **312,6K** Vind-ik-leuks

The European Green Deal

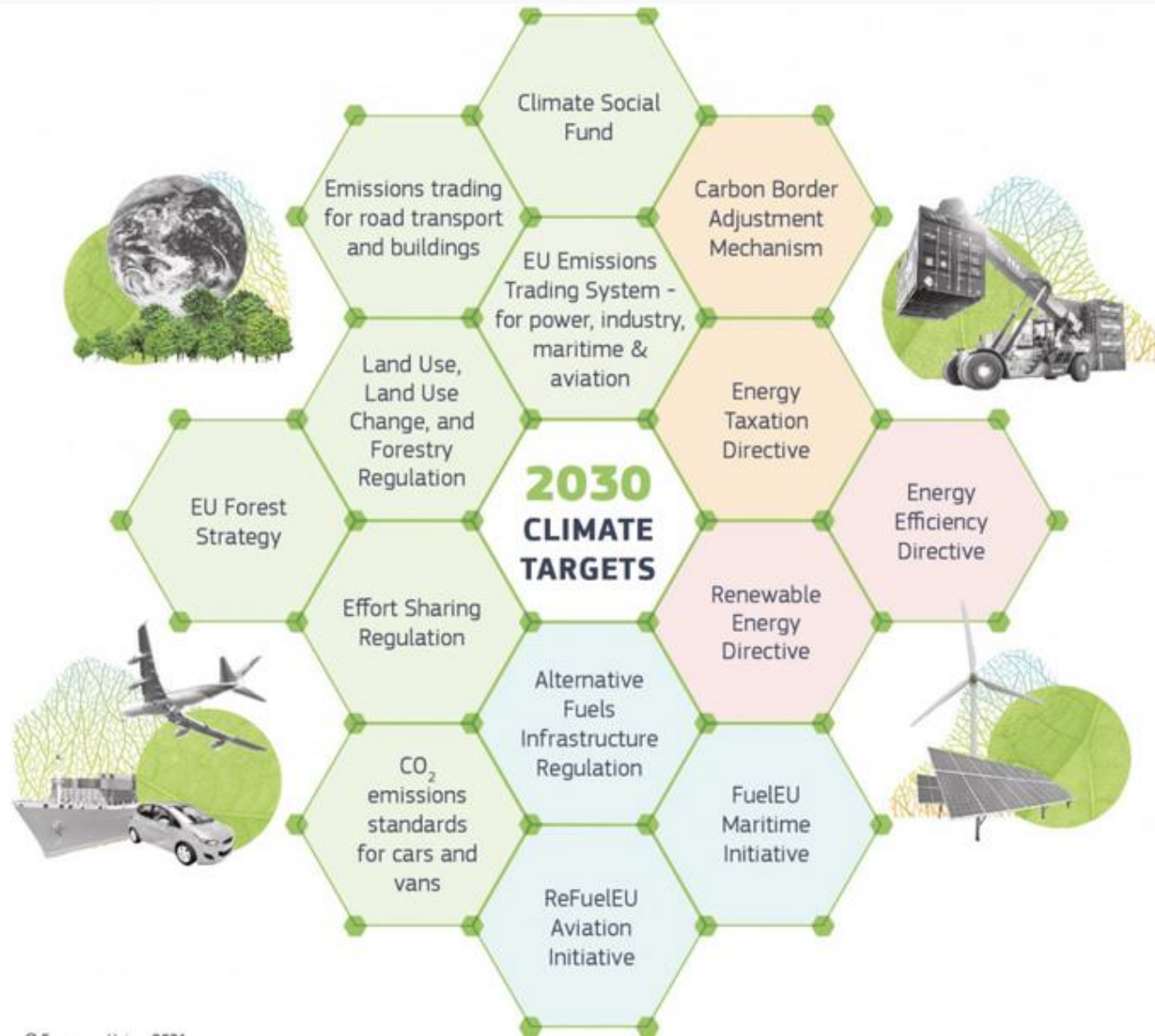
The European Green Deal, approved in 2020, is a set of policy initiatives by the European Commission with the overarching aim of making the European Union (EU) climate neutral in 2050. The plan is to review each existing law on its climate merits, and also introduce new legislation on the circular economy, building renovation, biodiversity, farming and innovation.

Green Deal Goals

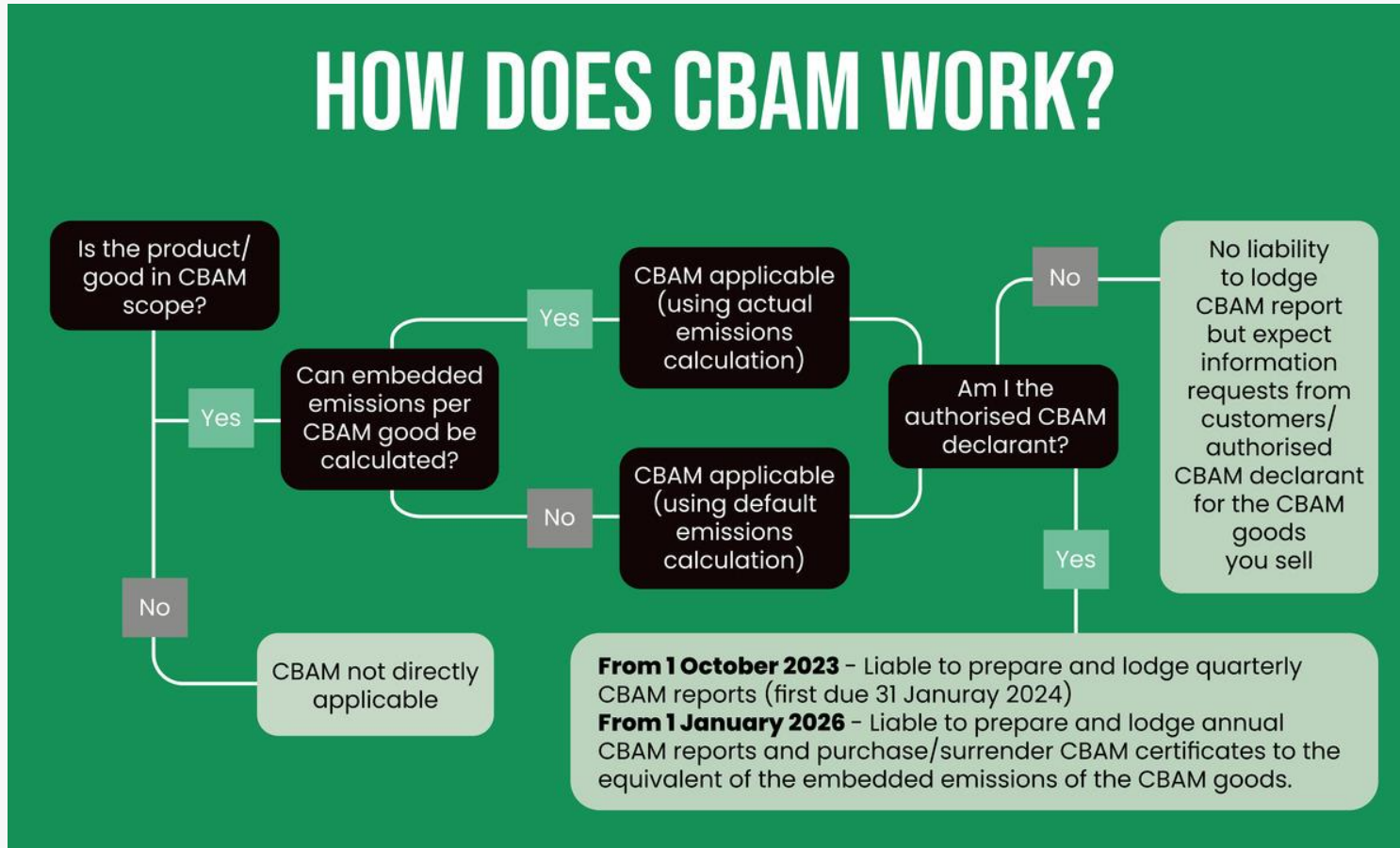


EU GREENDEAL





The EU's Carbon Border Adjustment Mechanism (CBAM)



Key EU Directives

- The EU Taxonomy Climate Delegated Act
- Corporate Sustainability Reporting Directive
- *EU's Corporate Sustainability Due Diligence Directive*

NEW EU DIRECTIVE



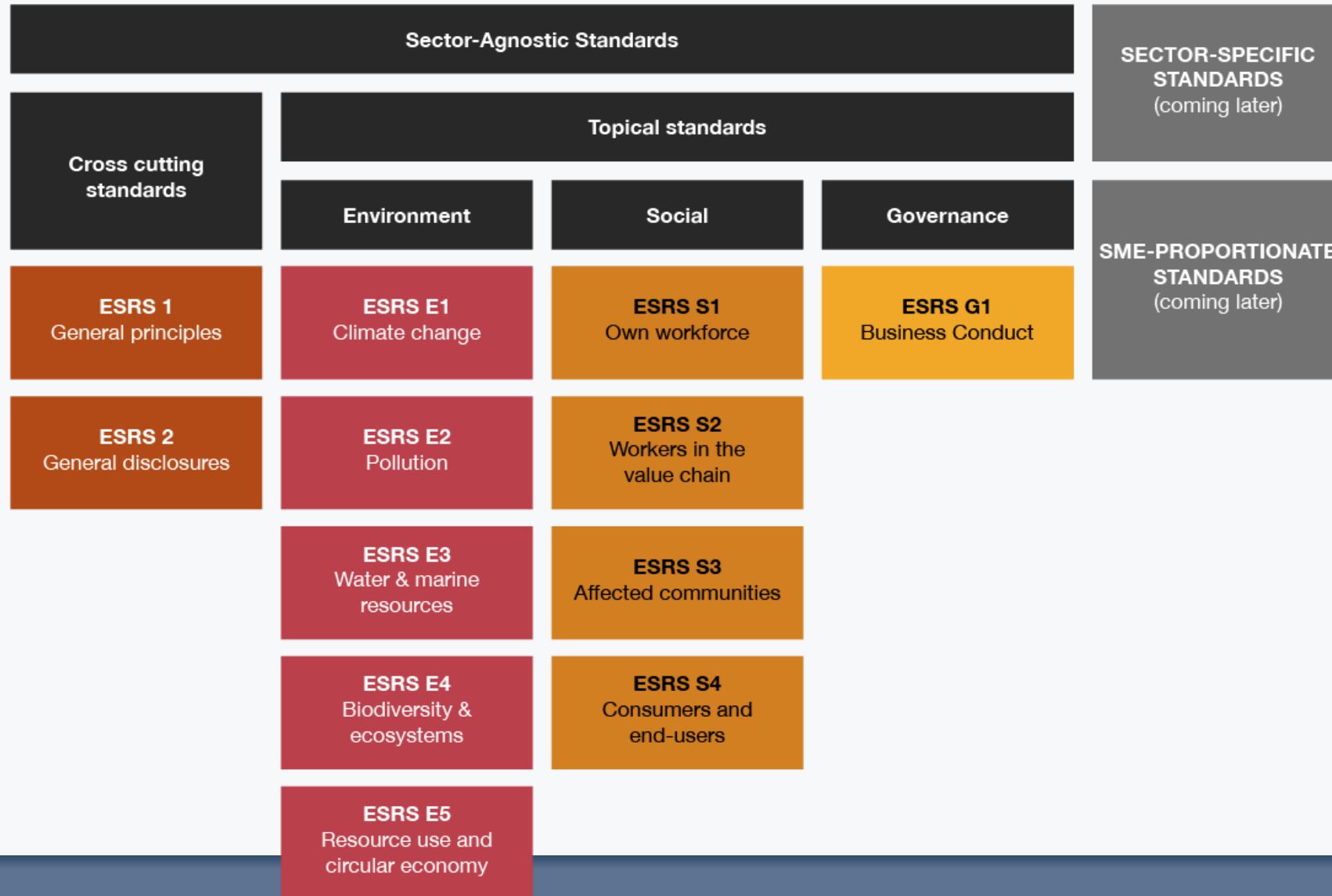
The Corporate Sustainability Reporting Directive (CSRD)

Business size	2024	2025	2026	2027	2028
Largest 500+ employees <small>*These companies were previously subject to the Non-Financial Reporting Directive (NFRD)</small>	Calculate + Report	Disclosure required - beginning with FY 24			
			Limited auditing		Reasonable auditing*
Large 250+ employees €50M in turnover and/or €25M in total assets		Calculate + Report	Disclosure required - beginning with FY 25		
			Limited auditing		Reasonable auditing*
SME 10+ employees €0,9M+ in turnover and/or €0,45M+ in assets <small>*Can opt out until 2028</small>			Calculate + Report	Disclosure required - beginning with FY 26	
				Limited auditing	Reasonable auditing*

Nederlandse wetgeving

Allereerst is op 30 december 2023 de Implementatiewet Richtlijn openbaarmaking winstbelasting in werking getreden. Daarmee is in Boek 2 BW een grondslag opgenomen dat bij algemene maatregel van bestuur ("amvb") regels kunnen worden gesteld omtrent de verplichtingen van ondernemingen ter zake van de inhoud van het bestuursverslag en andere jaarlijkse verslaggeving. Hierdoor is het mogelijk om de CSRD bij amvb te implementeren in de Nederlandse wet- en regelgeving.

Daarnaast heeft de Nederlandse wetgever in 2023 een voorstel voor de Wet implementatie richtlijn duurzaamheidsrapportering en een voorstel voor het Implementatiebesluit richtlijn duurzaamheidsrapportering ter consultatie voorgelegd. Het wetsvoorstel is met name gericht op de onderdelen van de CSRD waarmee de Auditrichtlijn en Transparantierichtlijn zijn gewijzigd. Het voorgestelde implementatiebesluit regelt onder meer over welke duurzaamheidsinformatie ondernemingen verslag moeten doen.



Controle van aangeleverde data

1. Digital data and tagging - Companies must prepare their financial statements and management statement in XHTML format in accordance with the ESEF regulations and the [EU sustainability taxonomy](#), then digitally 'tag' their reported sustainability information according to a digital categorisation system specified by the ESRS Regulation (or use [ESG software](#) like Brightest that can auto-tag and format data)

2. Third party assurance - Organizations reporting under ESRS will also be required to seek "limited" assurance of the sustainability information they disclose from a neutral, trusted, and experienced third party who reviews the data. "Limited" assurance is less strict than a financial audit, but still requires working with a [sustainability reporting](#) partner organization. Similar to IFRS financial reporting standards, ESRS requires reported information to meet certain quality standards:

Introductie van het dubbele materialiteits-concept:

Met de CSRD-standaarden wordt het begrip 'dubbele materialiteit' geïntroduceerd.

Dit concept geeft criteria om te bepalen welke duurzaamheidsinformatie in het verslag van de onderneming moet worden opgenomen.

Met 'dubbele' wordt bedoeld op zowel de potentiële financiële impact op de onderneming als gevolg van duurzaamheidsrisico's en kansen (van buiten naar binnen), als de impact van de onderneming op mens en planeet (van binnen naar buiten).

What exactly is Double Materiality?

Impact materiality

Company impact on people and planet



Financial materiality

Sustainability and climate impact on your company



Impact outwards



Double materiality

Impact inwards



1. Identify and engage stakeholders

3. Define impacts, risks and opportunities

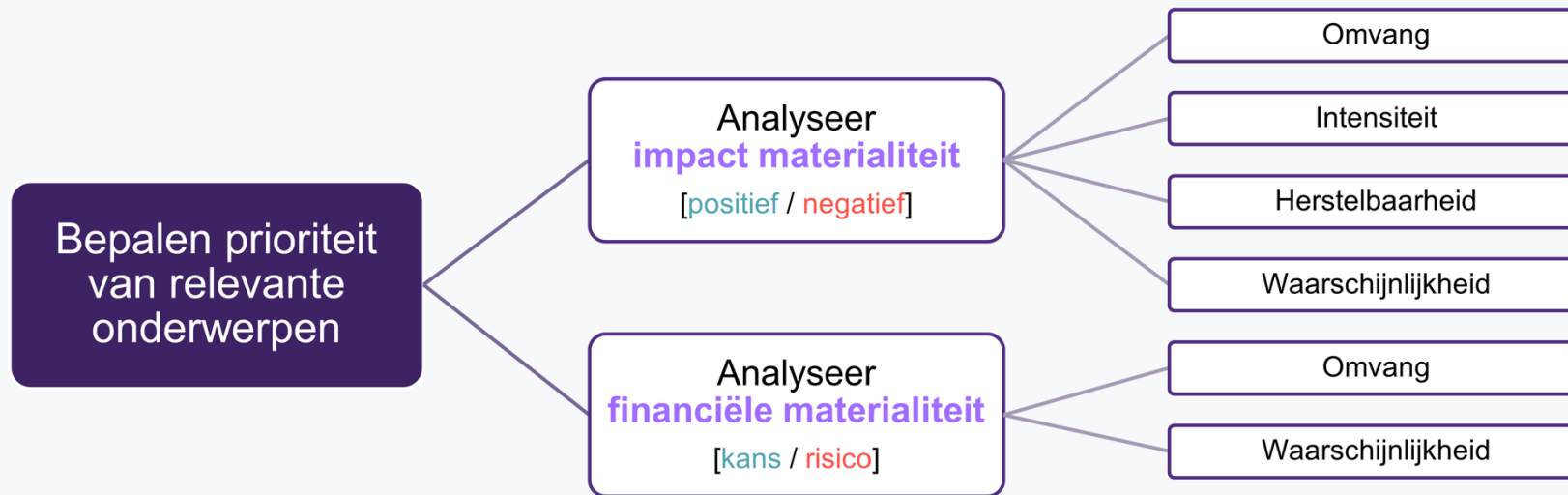
5. Assess financial opportunities and risks

7. Strategic implications

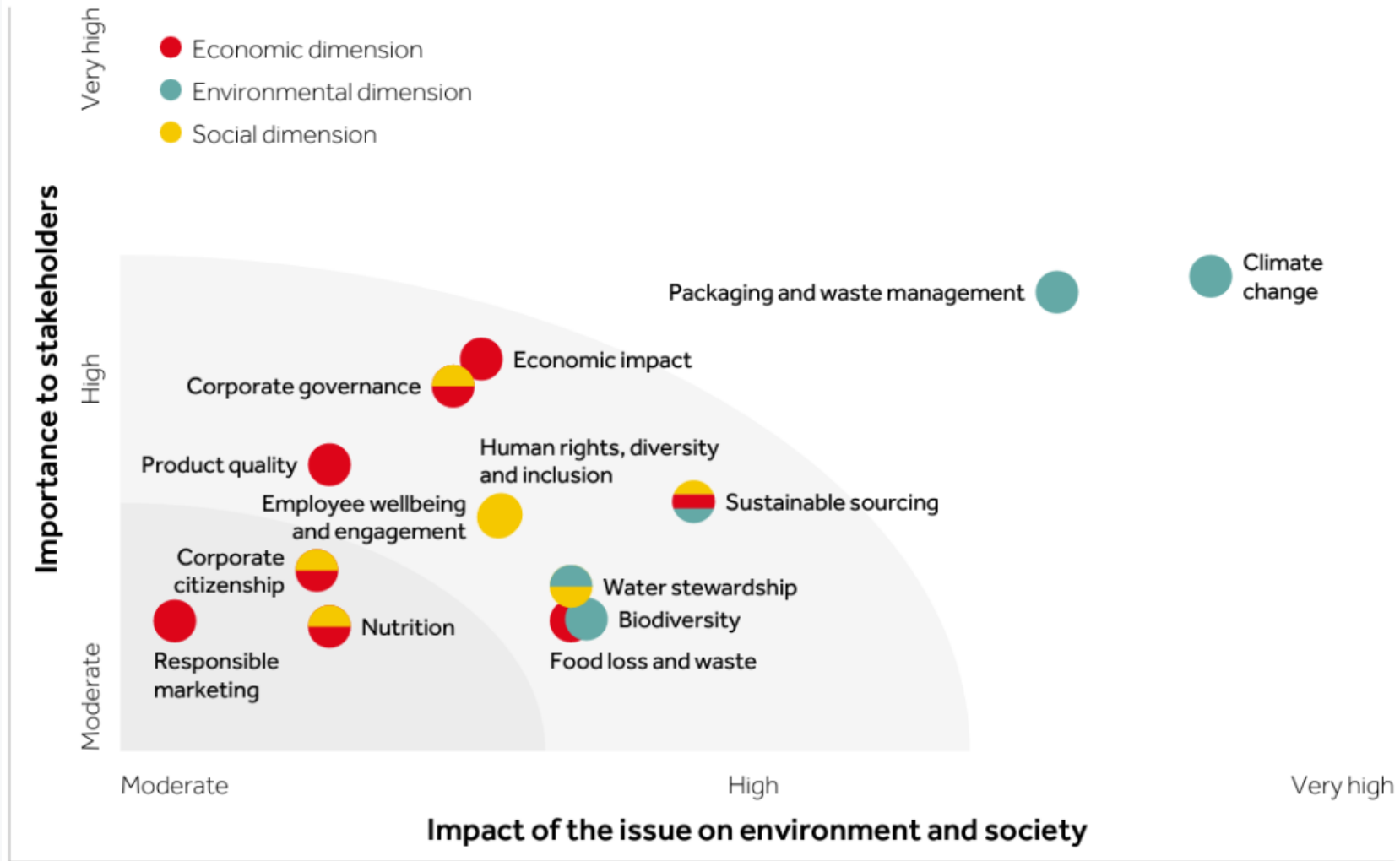
2. Draw up a list of potentially relevant sustainability matters

4. Assess impacts

6. Draw up the materiality overview



2022 Materiality matrix



Stappen van duurzaamheidsverslaglegging & leidende vragen: aanwijzen verantwoordelijke functionaris

1. Wie is verantwoordelijk voor de rapportage ten aanzien van de duurzaamheidscriteria?
2. Welke afdelingen zijn betrokken bij de rapportage ten aanzien van de duurzaamheidscriteria?
3. Wie heeft de kennis en expertise?

Waaraan moet voldaan worden

1. Wat zijn de duurzaamheidscriteria waaraan moet worden voldaan op basis van de nieuwe richtlijn?
2. Welke KPI's zijn relevant binnen de duurzaamheidscriteria?
3. Wat kan en mag er gerapporteerd worden naast de verplichte rapportage ten aanzien van de relevante duurzaamheidscriteria?

Datakwaliteit en interne rapportage

- Wie is verantwoordelijk voor de data?
- Wanneer is de data betrouwbaar?
- Van waar uit de organisatie komt de data vandaan?
- Hoe wordt de data gerapporteerd?
- Hebben wij de applicaties beschikbaar die de benodigde data registreert?

Opstellen rapportage

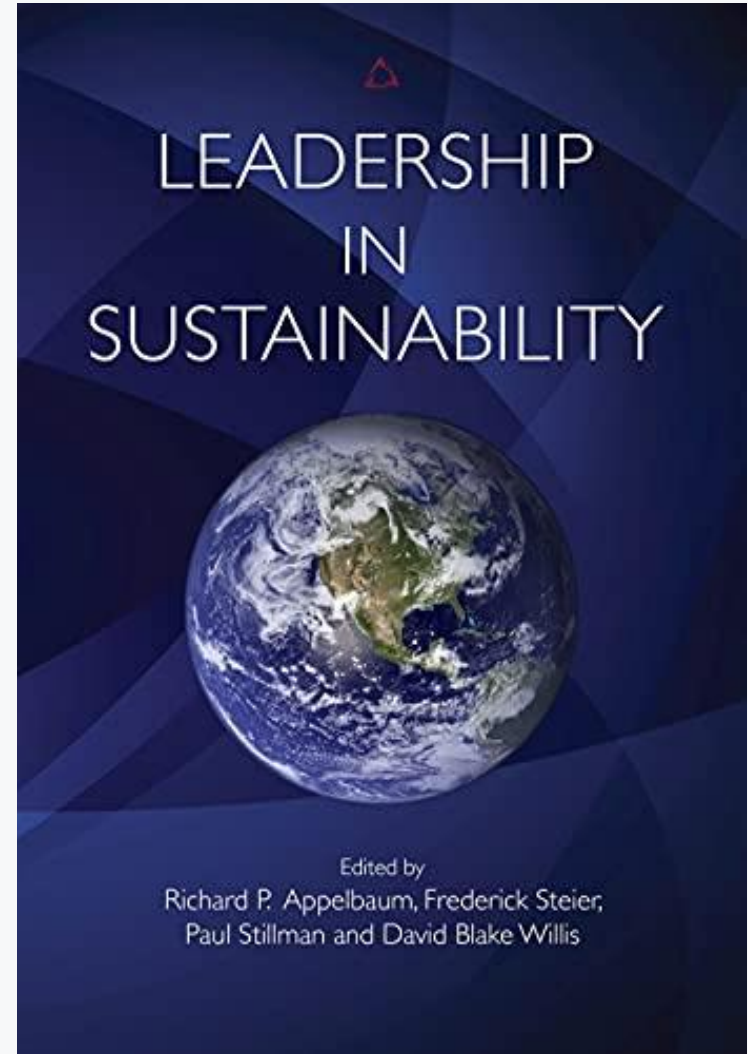
- Wie is verantwoordelijk voor het schrijven van de rapportages ten aanzien van de duurzaamheidscriteria?
- Welke vorm heeft de rapportage ten aanzien van de duurzaamheidscriteria?
- Op welke wijze vindt communicatie richting de stakeholders plaats ten aanzien van de duurzaamheidscriteria?

YOUR LEADERSHIP ROLE IN SUSTAINABILITY

Where do you stand now?

Where do you want to go? And what prevents you?

What does leadership in sustainability really require?



Workers of all ages are calling for sustainability. Are you answering?



Third of young workers believe their employers do not care about sustainability

April 22 2024

In light of World Earth Day, new research has found that workers across the UK are increasingly focused on sustainability and expect their employers to do more –

Green means go: how to attract and retain a generation of eco-conscious employees

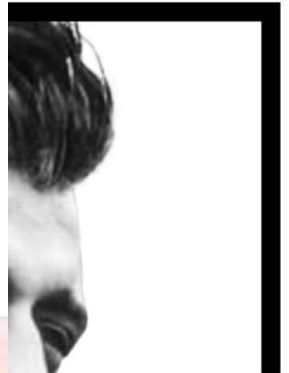
Mo Zahid says businesses that prioritise environmentally-aware policies will reap a host of rewards

by Mo Zahid | 24 July 2023



It's not only 'Generation Greta': Older employees attach just as much importance to climate-friendly employers as younger ones

September 4, 2023 [Insights.press.releases](#)



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DANK!