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Actionable planning
for sustainability

Deloitte, 2021



The benefits of managing sustainability performance

Organizations are experiencing increasing consumer, investor, and regulatory pressures relating to their sustainability performance. Sustainability has truly become a license to operate.

There is a rising awareness around the impacts of sustainability on financial decisions, and non-financial information is making its way into corporate reporting. Companies are recognizing climate change as a principal risk. Most claim their businesses have already felt the effects of climate change and believe the world is at a tipping point on this issue.

By focusing on making their businesses more sustainable, organizations can meet market requirements, demonstrate leadership, and capitalize on their sustainability journey.

When it comes to sustainability, the question is not “if” but “when” – and COVID-19 is accelerating that process. Leaders are already paving the path ahead.



MEET MARKET REQUIREMENTS

Organizations want to **build resilience against sustainability-related risks.**

By embedding sustainability in their business, they are able to:

- Comply with ESG reporting regulations as defined by the CSRD (EU) and ISSB (Global)
- Secure talent & financing, as companies will need to qualify as sustainable per the EU Taxonomy



DEMONSTRATE LEADERSHIP

Organizations want to **contribute to achieving worldwide sustainability goals.**

By embedding sustainability in their business, they aim to:

- Strengthen brand value
- Accelerate the path towards achieving a sustainable value chain
- Gain a competitive advantage within the sustainable economy



CAPITALIZE ON THE SUSTAINABILITY JOURNEY

Organizations want to **seize the opportunities of a sustainable future.**

Embedding sustainability in their business allows them to:

- Identify new opportunities to become cost-efficient
- Find new customer markets where sustainable products and services are commercially viable



“Sustainability is the defining topic of our current age. Many organizations are embedding sustainability goals into their strategy. In order to truly drive progress towards them, they will need to treat these sustainability goals as an integral part of their internal and external planning and reporting cycles.”

Thomas Cardoen, Partner in Sustainability Performance Management

The challenges to move towards actionable planning for sustainability

The mandate to manage sustainability performance is becoming apparent to many companies, yet most don't know where to start.



Regulatory ESG reporting requirements are scattered - although the ISSB has been founded and aims to deliver a comprehensive global baseline of sustainability-related disclosure standards



Management needs to drive the transition and include sustainability performance in the strategy as sustainable growth is becoming economically rational



Sustainability must be included in the company's main performance management processes by setting up the sustainability governance and incentivize employees



Sustainability performance needs to become embedded in day-to-day decision making, but it is difficult to put a price on sustainability metrics.



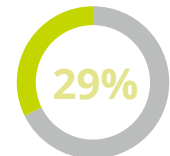
Standard technology and data management processes are not equipped to measure ESG Metrics, gathering this data will become a complex exercise



An organization's ESG impact is not only measured internally but also up and down the value chain meaning partnerships will be required



of Executives find it difficult to develop an impactful sustainability strategy, holding them back from taking action.



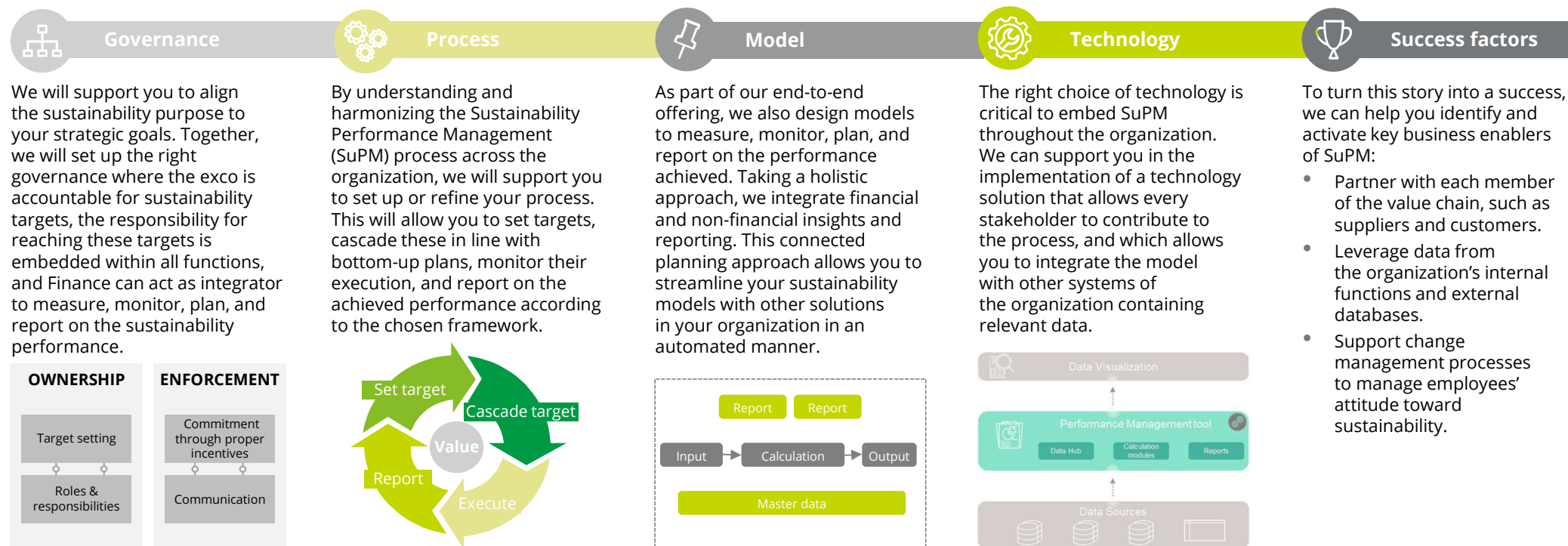
of Executives find it hard to measure the impact they are making.



Climate check: Business' views on environmental sustainability
- Deloitte 2021

Reaching your strategic sustainability objectives

How Deloitte can help



"I truly believe in the power of integrated solutions for financial and non-financial planning and reporting. We clearly see that clients need an approach to handle the process, people, and technology dimensions of Environmental, Social, and Governance (ESG) reporting. That is what we aim for with our Sustainability Performance Management approach."

Mathias Verbist, Senior Manager in Finance and Performance



Client case

We have supported a global consumer products company, to manage its sustainability performance targets.

Background

- The company has defined **targets in four sustainability areas to achieve by 2025**: smart agriculture, climate action, recycled content, and water stewardship.
- For climate action, the company has decided to **reduce its carbon emissions by 25%** (compared to outputs in 2017).
- To achieve these targets, and drive better decisions, the company was seeking to create an **insightful and consolidated view on its performance** regarding these sustainability areas.

Solution

- One global integrated sustainability reporting platform**, spanning across zones and countries, **built in Anaplan**.
- Clean and structured data** to report on accurate figures, which are automatically collected by integrating with the source tools.
- In-house Anaplan expertise** to support the users of the platform and maintain a platform aligned with the business reality.

Impact on the climate action target area

- By automating the data collection and calculation, the carbon emissions can be **reported on a quarterly basis** (instead of yearly), while reducing the manual efforts of the contributors.
- The Global Director for Climate Action** is freed-up to discuss results and potential solutions with the different stakeholders of carbon emissions.
- The carbon emissions reports and analyses can be **dynamically accessed and used by all staff members** concerned with climate action, in their day-today business activities.



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