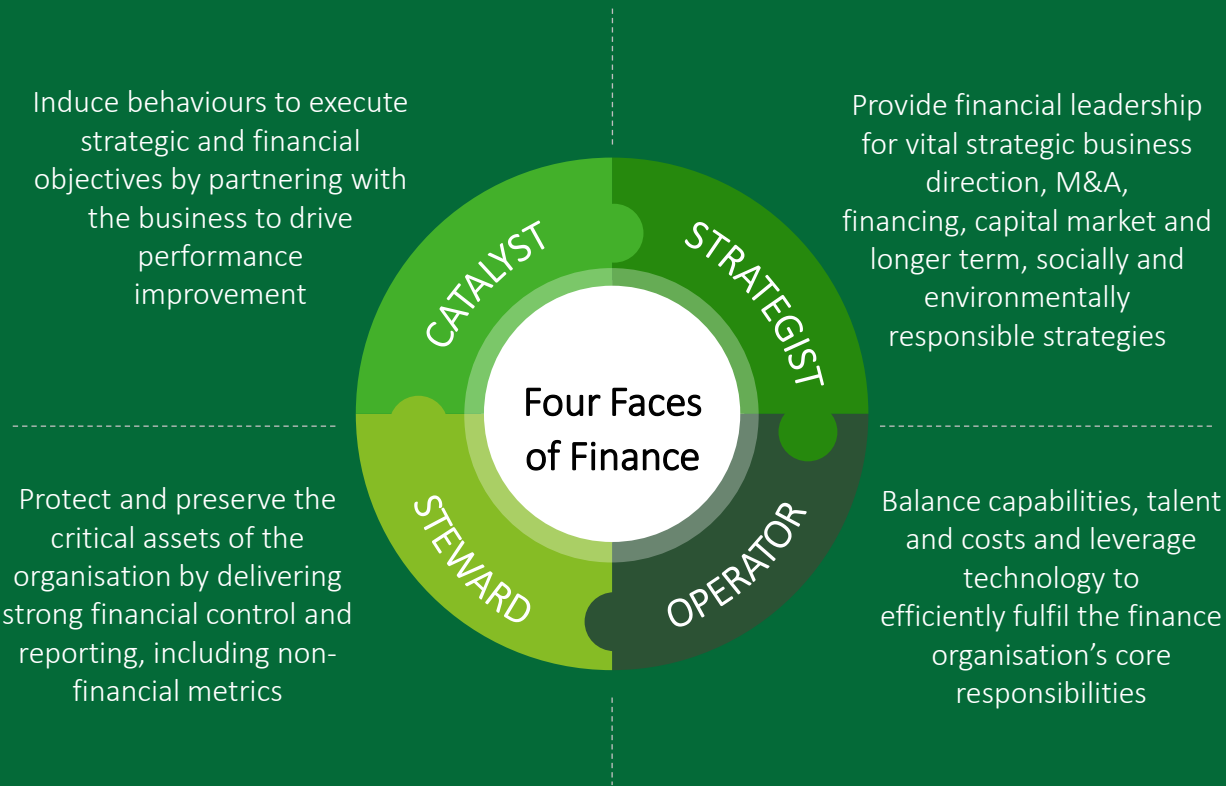


Peer circle discussion: Redefining the CFO's role in sustainability from compliance to decision useful data

Four Faces of Finance through a sustainability lens



Concerns with adoption

Data quality and integration: Sustainability data comes from a huge range of sources that don't necessarily have the same controls as Finance. Data should evolve and improve over time as controls tighten.

Technology adoption: AI plays a helpful role in this space but comes with potential downfalls (cost and impact). Difficult to future proof system upgrades – how far into the future to invest?

Organisational culture: Cultural change now Finance is more involved.

Change of pace: First mover advantages AND first mover disadvantages. Some organisations are worried about over committing.

Compliance focus: Organisations are caught in a "race to comply," often sidelining potentially impactful, strategic sustainability initiatives that fall outside immediate regulatory demands. The pressure to meet compliance deadlines can lead to the neglect of strategic, long-term initiatives that could drive real change.

Looking forward

Sustainability should align with, and also leverage, the foundations of finance reporting and control processes.

Try to focus on real sustainability priorities. Small shifts at an individual level can make a difference, and you know you're making changes that can be reversed if necessary.