



ksapa

Webinar
6 Questions to Define and Activate
a Pertinent Sustainability Strategy

14 APRIL 2020

SUMMARY

Introducing Ksapa

- Our Team and Network
- 3 Core Service Lines at Ksapa

Webinar Content

- The 2020's is the Delivery Decade
- Materiality and Sustainability Strategies
- 6 Questions to Define and Activate a Pertinent Sustainability Strategy

Introducing Ksapa

- Our Team and Network
- 3 Core Service Lines at Ksapa

Introducing Ksapa

Ksapa (Sioux language): Discernment, Wisdom, Soundness, Reasonableness

Our purpose is to participate in shifting the economic world towards operating and investment models performing economically, socially and environmentally.

Ksapa combines **ESG & Sustainability consulting** and **Innovative Impact Investment services** to design and implement scalable solutions to build more resilient, inclusive and competitive operating models.



We Advise

Ksapa provides strategic advice helping companies and investors to generate competitiveness with resilience and inclusiveness

- ESG / SDG Materiality
- Business Strategy
- Risk & Due Diligence
- Training & Remediation



We Invest

Ksapa provides scalable innovative financing solutions and impact investing programs generating return and accelerating impact on Global Goals

- Impact Investing Fund
- Sustainability-themed Investment Program
- Active Ownership



We Advocate

Ksapa is a social purpose corporation sharing insights to show businesses and investors why and how to embed resilience and inclusiveness across investment and business decisions

- Media
- Social Media
- Blog
- Briefing Papers
- Reports

Our Team and Network

Founded in 2019

A team of 7 complementary experts to date

Headquartered in Paris

A network of 150+ partnering experts worldwide

Ksapa offers close contextual and operational support, delivering high-quality results to global players

Clients in Global 500 Worldwide



Core service lines at Ksapa – ADVISORY



We Advise

We provide **strategic advice** on **ESG & Sustainability** policies relevant to your business and assets.

We drive transformations, improving both short-term competitiveness and long-term performance, by harnessing the potential from more inclusive business models and improving relevancy through accelerated impact across the **17 SDGs by 2030** and building greater resilience in the face of growing uncertainty.

Through our combined **expertise in Sustainability and Investment**, we help companies and investors improve their strategies and their operational implementation.



- Materiality Assessments
- Sustainability Strategies
- Stakeholder engagement
- ESG Risks in AUM

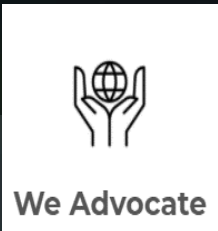


- Purpose & Profit Approaches
- ESG in Financial and Business Strategy
- Target, metrics & impact measurement criteria
- Management Systems
- Transformational change strategies



- Due Diligence Processes
- Risk management policies and investment strategies

Core service lines at Ksapa – ADVOCACY



BRIEFING PAPERS

5 AREAS WHERE BUSINESS CAN ENCOURAGE INCLUSIVE GROWTH

DOWNLOAD

5 HUMAN RIGHT RISK AREAS TO ASSESS INVESTMENT DECISIONS

DOWNLOAD

PRIORITIZE ESG RISKS ACROSS COMPLEX SUPPLY CHAINS

DOWNLOAD

RISK ANALYSIS

CONDUCT ROBUST HUMAN RIGHT DUE DILIGENCE

LOW MEDIUM HIGH VERY HIGH EXTREME

DOWNLOAD

BLOG POSTS



20 Mar

Learning From Covid-19 to Build More Resilient Societies

The crisis generated by the Covid-19 provides immediate lessons for building more resilient societies. Here we describe 5 principles inferred from the current health, economic and social crisis, to be applied now and without moderation. [...]

READ NEXT



06 Mar

Climate Disobedience and Stakeholder Engagement

Former head of UN Climate Negotiations decides to endorse Extinction Rebellion movement. A new era for stakeholder engagement is at stake for business. [...]

READ NEXT



28 Feb

Just Transition Offers the Opportunity to Take Responsibility on Climate

The lucrative tourism sector offers a concrete terrain to explore the issues raised by the issue of just transition, moving from a logic of collective dilution of climate responsibilities to a dynamic of joint responsibility of local stakeholders. [...]

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SOCIAL MEDIA

Twitter

ksapa

@ksapa.org

Paris, France · ksapa.org · A rejoint Twitter en juin 2019

g

LinkedIn

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Ksapa

Management Consulting · Paris, Ile-de-France · 74 followers

Core service lines at Ksapa – INVESTMENT



We Invest

Zooming in on SUTTI

The **Scale-Up Technical Training Initiative**:

- Developing **large-scale technical and vocational training** programs;
- Targeting predominantly **low-income rural workers**, across fragmented supply chains in emerging countries, with typically **insufficient access to best practices**;
- Deploying an efficient learning process, based on a **hybrid approach of face-to-face training sessions and digital solutions**;
- Significantly **increasing participant revenues** while improving both social and environmental impacts;
- Nurturing the uptake of **sustainable agricultural practices**;
- Improving **agricultural commodity traceability**;
- Implementing **economically-performant solutions**, as part of a value-sharing scheme, to the benefit of all participants, local & global partners and investors.



Webinar contents

- The 2020's is the Delivery Decade
- Materiality and Sustainability Strategies
- 6 questions to define and activate a pertinent sustainability strategy

**2020 IS HERE AND THE
COUNTDOWN IS ON
TOWARDS 2030**

**WELCOME TO
THE SUSTAINABILITY
DELIVERY DECADE!**

TOWARDS 2030
**THE SUSTAINABILITY
DELIVERY DECADE**

How businesses can
make use of digital &
financial innovations to
accelerate transformations
and contributions to a more
resilient and inclusive economic model





2020: THE DELIVERY DECADE

6 Sustainability Priorities

1

Decarbonization

2

Water

3

Deforestation

4

Circularity

5

Social Inequalities

6

Human Rights

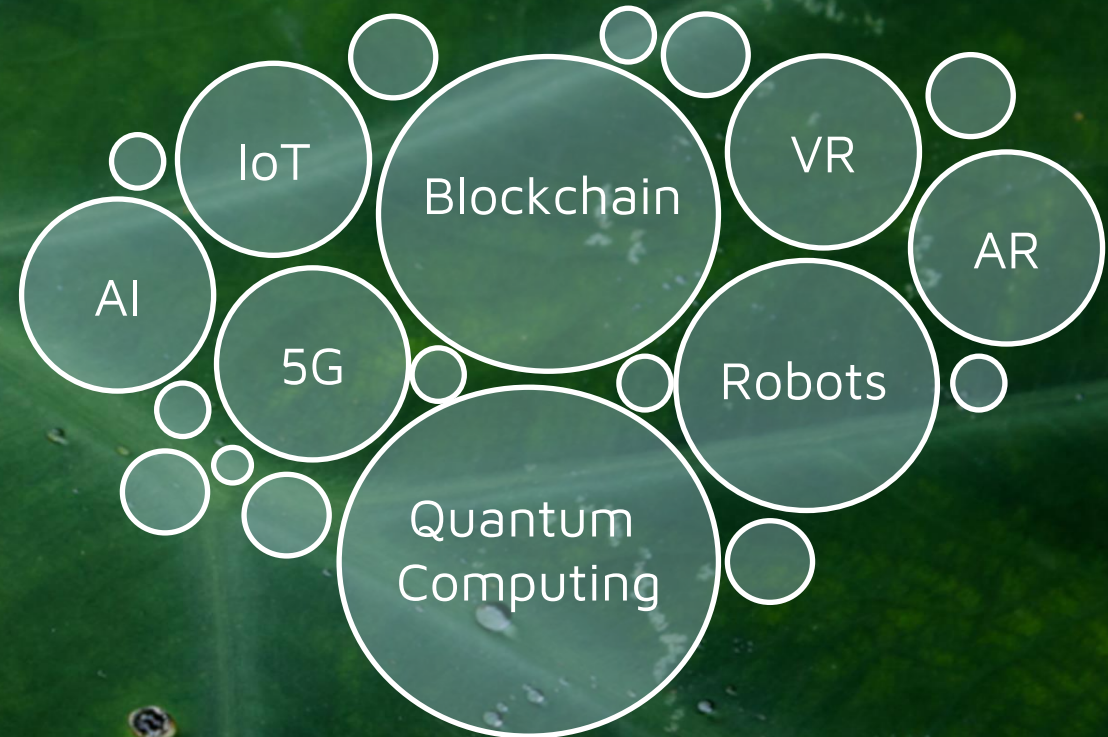


2020: THE DELIVERY DECADE

Digital Technologies

SCALE
INTERCONNECTEDNESS
ACCELERATION

Every business is impacted
More powerful if combined
Many are still maturing

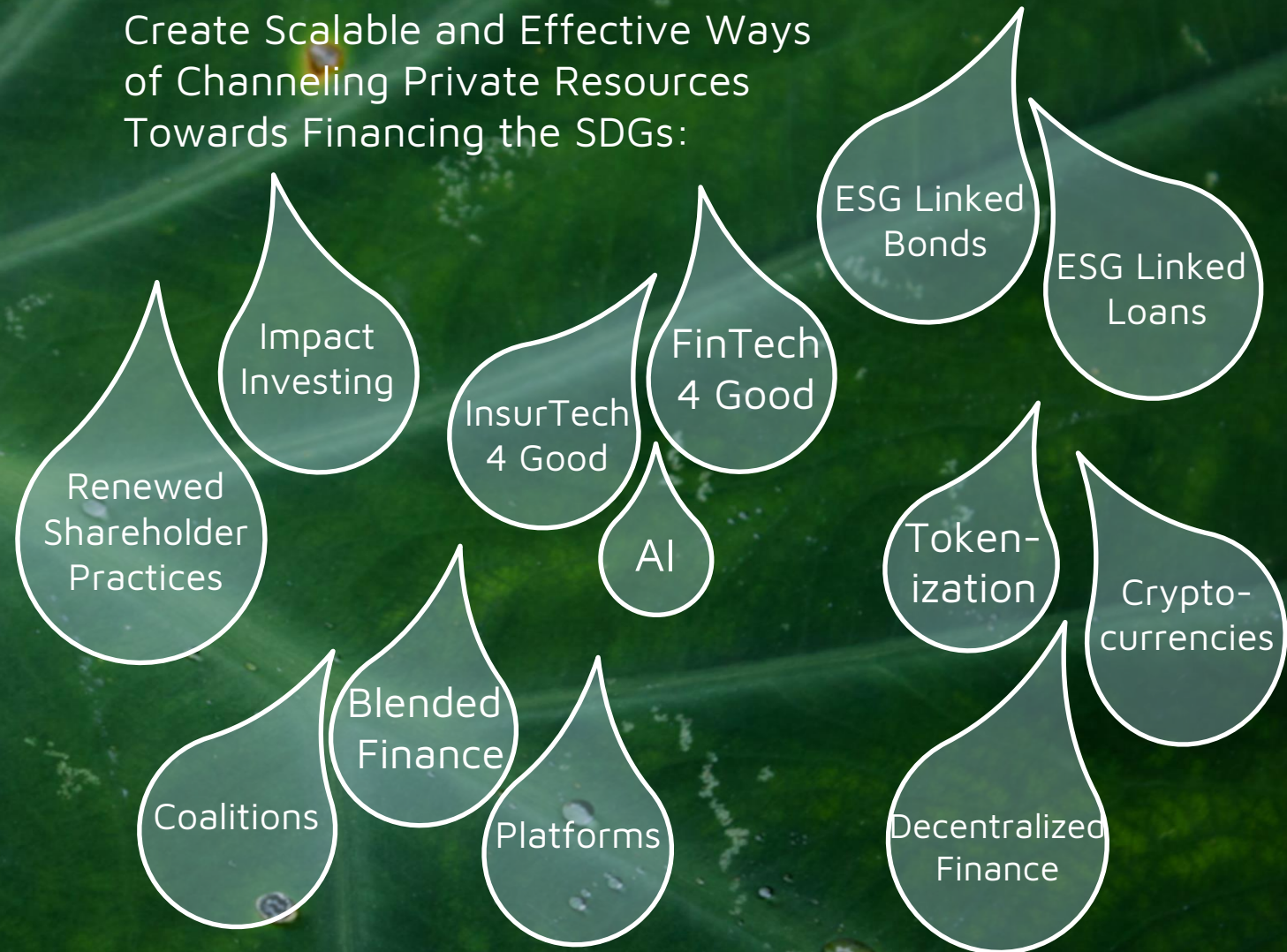




2020: THE DELIVERY DECADE

Innovative Finance Solutions

13 Innovative Finance Solutions Can Create Scalable and Effective Ways of Channeling Private Resources Towards Financing the SDGs:



2020: THE DELIVERY DECADE

Key learnings from the Ksapa Towards 2030 Report

Companies & Investors

Business Implications

1

In the coming decade, large companies will be exposed to major challenges to their resilience

The countdown for 2020 as the "Delivery Decade" has already started. The resilience, acceptability and capacity to generate long-term value of businesses is at stake

2

Large companies lag behind in projecting sustainability ambition for the decade

The cross-cutting nature of many Agenda 2030 aspects and the linkages between SDGs call for better strategic planning

3

Sustainability targets to date are poorly aligned with Agenda 2030 Global Goals

Pressure on business has never been greater – and keeps increasing – to step up to the plate and demonstrate progress across major socio-environmental issues

4

Tech is the ultimate buzzword

Most investments are spent on internal transformations, marketing and sales. Too few have effectively harnessed tech to improve both business and performance against material ESG challenges

5

Current deployment of innovative finance solutions is poor

Corporations must lean on investment approaches evolutions and new innovative finance solutions to scale up positive impacts and support large scale sustainability transitions

LEARNING FROM COVID-19

Covid-19 opens up a fundamental debate on sustainability, particularly in terms of resilience and inclusion

Here we describe 5 principles inferred from the current health, economic and social crisis, to be applied now and without moderation.

1

Agility

2

Collective

3

Transparency

4

Public Authority

5

Navigating Conflicting Injunctions

**More in this blog
article**



Learning From Covid-19 to Build More Resilient Societies

The crisis generated by the Covid-19 provides immediate lessons for building more resilient societies. Here we describe 5 principles inferred from the current health, economic and social crisis, to be applied now and without moderation. [...]

[READ NEXT](#)

MATERIALITY AND SUSTAINABILITY STRATEGY

4000⁺ Global initiatives require or recommend disclosure on extra-financial issues.

This regulatory trend is on the rise, so that materiality matrixes and sustainability strategies are increasingly going mainstream.

Extra-financial materiality applies to both reporting and strategy:

- Originating in reporting, materiality is intended to prioritize issues and structure report contents.
- Applied to strategizing, informs group priorities and strategic direction.

Materiality assessments \neq strategy

Given the **broad scope of extra-financial reporting**, materiality is a **starting point** for sustainability **strategizing**, methodically **prioritizing** priorities and **planning** for years to come.

MATERIALITY AND SUSTAINABILITY STRATEGY

There are various definitions for materiality, mainly derived extra-financial reporting.

Here are a few of the 4,000+ available across the world and industries (2/2):



The **ISO 26000** norm was intended to **streamline** corporate responsibility strategies

As an internationally-recognized framework, it helps businesses to **identify** key issues, **engage** with stakeholders and bolster the **credibility** of their CSR disclosures.

Combined with a **materiality matrix**, ISO 26000 effectively standardizes corporate disclosures around **7 sustainability drivers**.

Initiatives targeting specific issues like climate action or human rights – such as the Taskforce on Climate-Related Financial Disclosures – likewise call for a review of the **pertinence** of issues **relative to corporate priorities and risk management**.



MATERIALITY AND SUSTAINABILITY STRATEGY

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Here are a few of the 4,000+ available across the world and industries (2/2):



The European **Union Non-Financial Reporting Directive** and the **US Security and Exchange Commission** both require companies to:

- State the materiality of their issues, whether financial or socio-environmental, or both;
- Disclose information + corresponding strategy to target stakeholders (including investors).



Materiality is also a **legal requirement for companies regulated by the SEC**, where reports should cover:

- Issues that reflect the organization's significant economic, environmental, or social impacts
- Factors that substantially influence the assessments and decisions of stakeholders



The **International Integrated Reporting Council** opted for a definition of materiality primarily geared at investor needs, so businesses:

- Describe **issues that substantively affect value creation** over the short, medium and long-term;
- Explain **how their organizations create value over time.**



By contrast, the **Global Reporting Initiative** caters to **all stakeholders.**

6 Questions to define and deploy pertinent sustainability strategy

1

Where do our priority issues lie?

2

What is our baseline assessment?

3

How do we benchmark against our peers?

4

What is our governance approach?

5

What are the resources available?

6

How do we demonstrate progress?



Defining and activating corporate sustainability strategies

1 Where do our priority issues lie?

Underpinning principle	Our feedback Proposed approach
<p>Clearly identify why and how sustainability matters to your business and supports your vision and mission.</p>	<ul style="list-style-type: none"> • A materiality assessment – or any other relevant process – helps a company select priorities. • Some may be of primary importance for business, but not for disclosure. Others may rely on active communication and limited investments to improve performance. • A materiality matrix and relative prioritization help allocate or reallocate resources rather than requiring new input



Defining and activating corporate sustainability strategies

1 Where do our priority issues lie?



Defining and activating corporate sustainability strategies

2

What is our baseline assessment?

Underpinning principle	Our feedback Proposed approach
<p>Assess the current internal and external situation, inclusive of your risks, opportunities, assets and liabilities.</p>	<ul style="list-style-type: none"> • A SWOT-type analysis of your priority extra-financial issues is a good way to explore all dimensions impacting business and markets. • It also provides valuable insights into whether – and if so, how – your company is well positioned to manage and address issues for years to come.



Defining and activating corporate sustainability strategies

2

Assess resource allocation before committing more resources



Defining and activating corporate sustainability strategies

3 How do we benchmark against our peers?

Underpinning principle	Our feedback Proposed approach
<p>Benchmark with peers and competitors doesn't give the direction needed to address market disruption ahead</p>	<ul style="list-style-type: none"> The 2020 Delivery Decade will call for all-encompassing business transformation. Benchmarking your company against peers and competitors helps you assess the broader context and level the playing field. Based on your benchmark, build scenarios, to help your group decide where to "remain in the pack" – and why whilst selecting priority areas for bold target-setting and vision for market disruption.



Defining and activating corporate sustainability strategies

3

Learning from 2010-2020 Climate Strategies



Defining and activating corporate sustainability strategies

4

What is our governance approach?

Underpinning principle	Our feedback Proposed approach
<p>Assess your governance scheme, including your objectives; roles and responsibilities; internal and external communications.</p>	<ul style="list-style-type: none"> • Sustainability should be everyone's responsibility. Good strategy relies on the seamless coordination of multiple functions and decision-makers - all aligned to implement the same roadmap. • Rolling out a Human Rights agenda across your activities calls for a detailed plan backed by legal, human resources, sustainability, auditing, compliance, HSE, procurement and market experts.



Defining and activating corporate sustainability strategies

4

You cannot understand complexity
without diversity of expertise and
viewpoints



Defining and activating corporate sustainability strategies

5

What are the resources available?

Underpinning principle	Our feedback Proposed approach
<p>Allocate appropriate resources (time, people, money, etc.) to plan implementation and dovetailing of internal systems.</p>	<ul style="list-style-type: none"> • Before seeking new resources, the sustainability strategy team may conduct a gap analysis based on your materiality matrix, to review your available resource allocation. • Strengthen available resources across strategic axes. • Reduce allocation on all others.

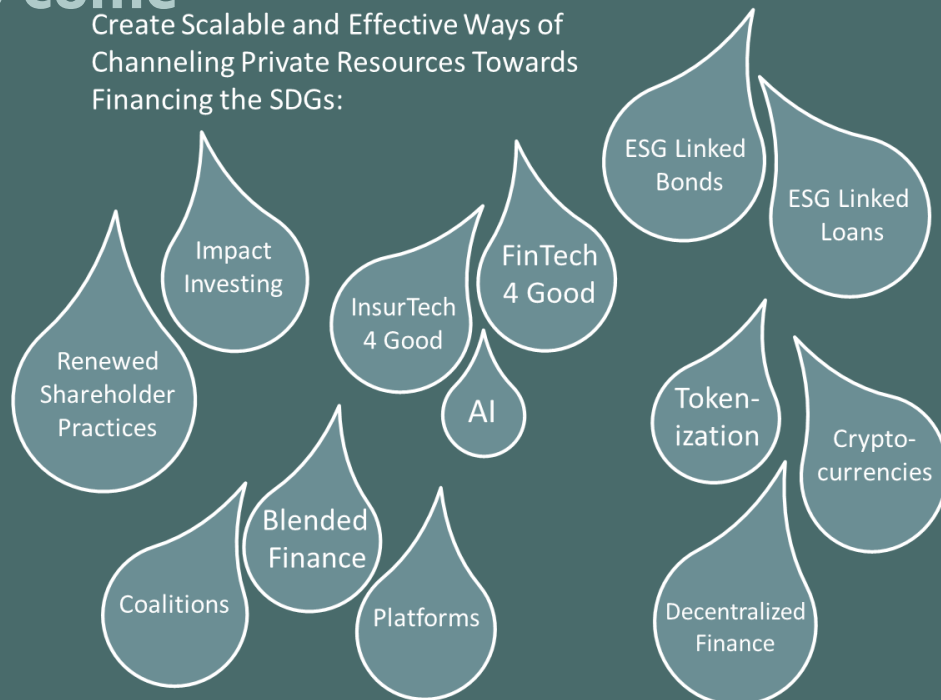


Defining and activating corporate sustainability strategies

5

Think out of the box to capture resources at the level of what's at stake for sustainability today and for the years to come

13 Innovative Finance Solutions Can Create Scalable and Effective Ways of Channeling Private Resources Towards Financing the SDGs:



Defining and activating corporate sustainability strategies

6 How do we demonstrate progress?

Underpinning principle	Our feedback Proposed approach
<p>Plan and monitor progress and performance indicators, to demonstrate tangible value to society and your business.</p>	<ul style="list-style-type: none"> • Your staff lives on purpose: it compels loyalty and performance. Customers and clients also demand impact: it's what drives experience and interest in working with your company. • Your sustainability strategy must clearly deliver positive impact and demonstrate your group's contribution to the 2030 Sustainable Development Goal priorities.



Defining and activating corporate sustainability strategies

6

Forecast and think in terms of impacts

5 USEFUL QUESTIONS ANY COMPANY (ANY STAKEHOLDER) CAN ASK THEMSELVES TO AVOID DOING SDG WASHING

DOWNLOAD



5 LEVELS OF AMBITION TO CALIBRATE EXPECTATIONS OF YOUR STAKEHOLDERS

DOWNLOAD

EDUCATION, SUCCESS, LEADERSHIP, SKILLS, DREAMS, FREEDOM, EMPLOYMENT, GOALS, INDEPENDENCE, SOCIAL, etc.

Impact measurement is a societal & political stake!

30 March 2020

Impact measurement is a key topic to invent new public policies channeling private resources towards general interest-oriented projects. [...]

READ THE COMPLETE NEWS

04 Feb

Extra-Financial Reporting Undergoing Profound Changes. Here's why

Between Big Data developments, complex global regulatory requirements, and growing diversity of users, extra financial [...]

1 COMMENT





ksapa

Q&A

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