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# Sustainable Synergy



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2023**



**INTO THE UNKNOWN:  
CHARTING THE FUTURE AGENDA**



# The interrelationship between ESG & GRC

- ESG is about aligning business strategies with ethical components
- GRC is a technique to execute this from Board ambition to shop floor actions



# Achieve Sustainable growth



## Operational risks - Now

Are we running our operations according to our risk appetite and Code of Business Conduct?

**Governance Risk & Compliance.** Risks, Policies, Internal control & Assurance



## Planning risks – 3 years

Can we deliver the expected plan within an acceptable level of uncertainty while making the best use of my resources?

Strategic programs execution risks, 3Y plan, Project management (BT, PC)

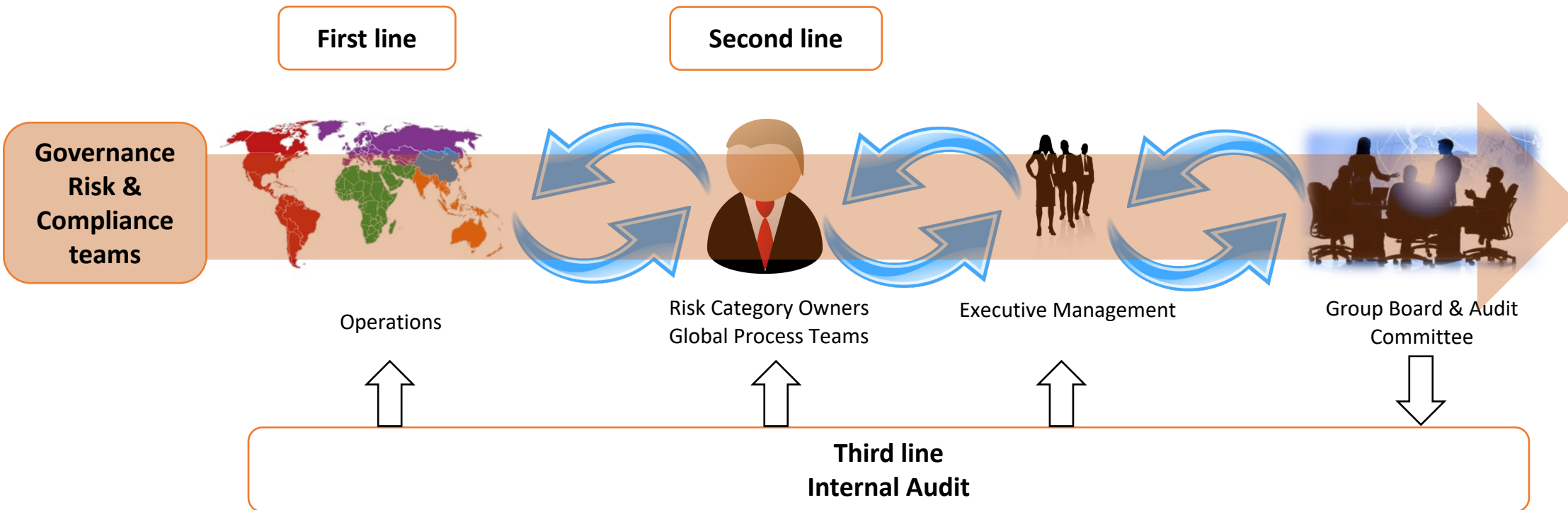


## Emerging risks & Black Swans – 10 y

Are the strategy and operating model resilient enough to adapt to disruptive shifts and to a distant and uncertain future?

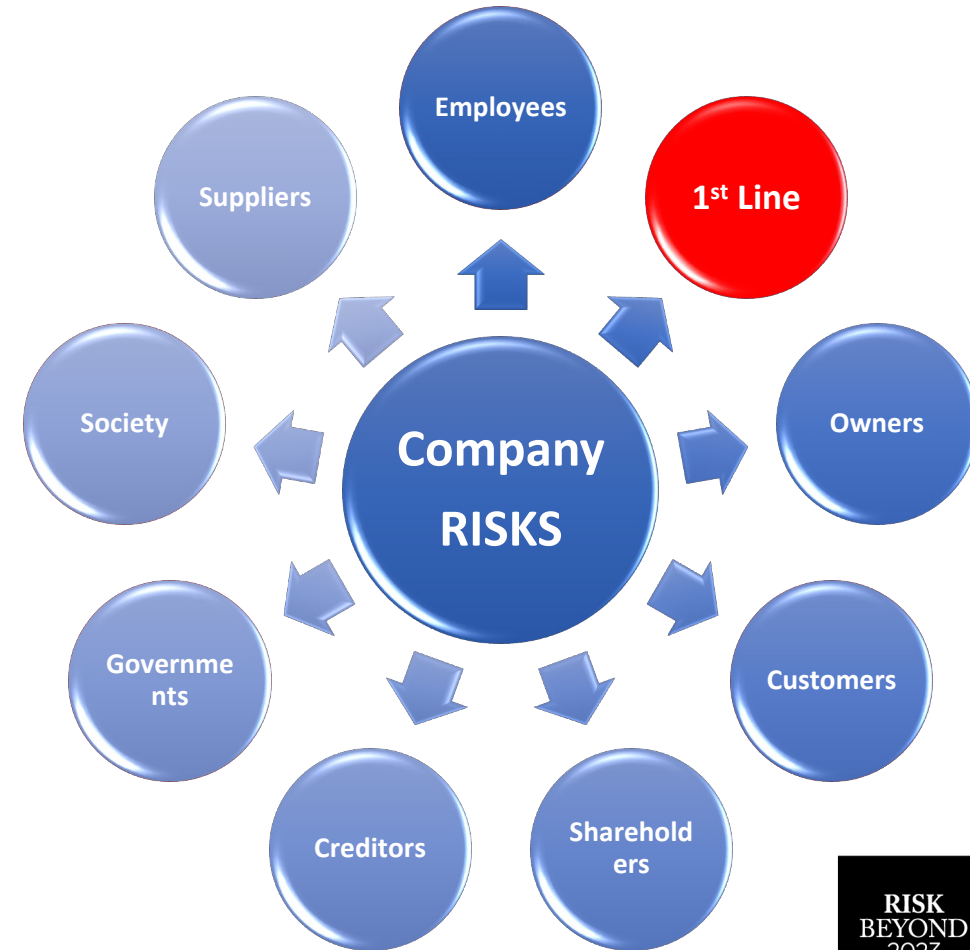
Strategy setting, Long Term Scenario planning, Stress test

# GRC = Three lines of defense model



# Stakeholders focus

- What am I exposed to (Scenario, Impact, Probability)?
- What are you doing about this?
- Can I trust you?



## Think Disclosing



## SUSTAINABLE DEVELOPMENT GOALS





**Figure 1: G-20 country scores for sustainable finance and ESG disclosure policies**

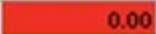

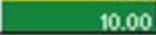


You do not do this for the stakeholders

-

You do this because your leadership believes this is the right thing to do

**Total sustainable finance and ESG disclosure policy landscape score key**

|     |   |       |
|-----|---|-------|
| Min |   | 0.00  |
| Mid |  | 5.00  |
| Max |  | 10.00 |



Source: BloombergNEF, PRI, NGFS, Coalition of Finance Ministers for Climate Action, IPSF, policy documents. Note: only mandatory policies assessed (including comply-or-explain).

# Terimakasih



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