

Разработка бизнес модели: стратегическое планирование и устойчивый бизнес

Даце Хелмане

Ведущий эксперт в сфере развития зеленого бизнеса

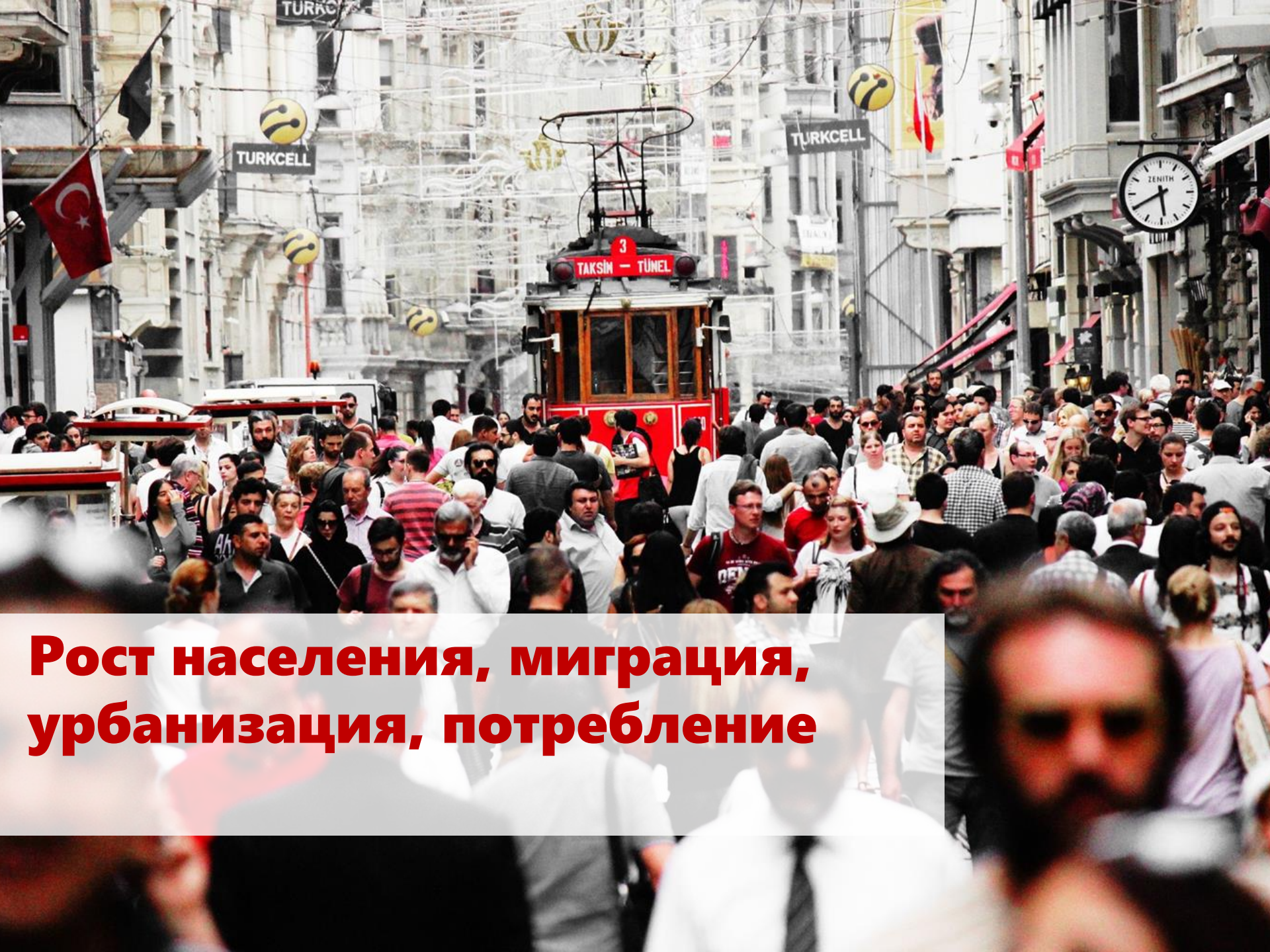
г. Алматы, 2020



МЕЖДУНАРОДНАЯ ШКОЛА
ЗЕЛЕННОГО БИЗНЕСА
Eco-Talk 2020

Зачем говорить об устойчивости?

Мировые тенденции, влияющие на бизнес-среду



**Рост населения, миграция,
урбанизация, потребление**



**Изменение климата, истощение
природных ресурсов,
энергоэффективность**

Быстрое технологическое развитие





**Растущие требования к
прозрачности**

только **56%** доверяют бизнесу

Edelman Trust Barometer, 2019

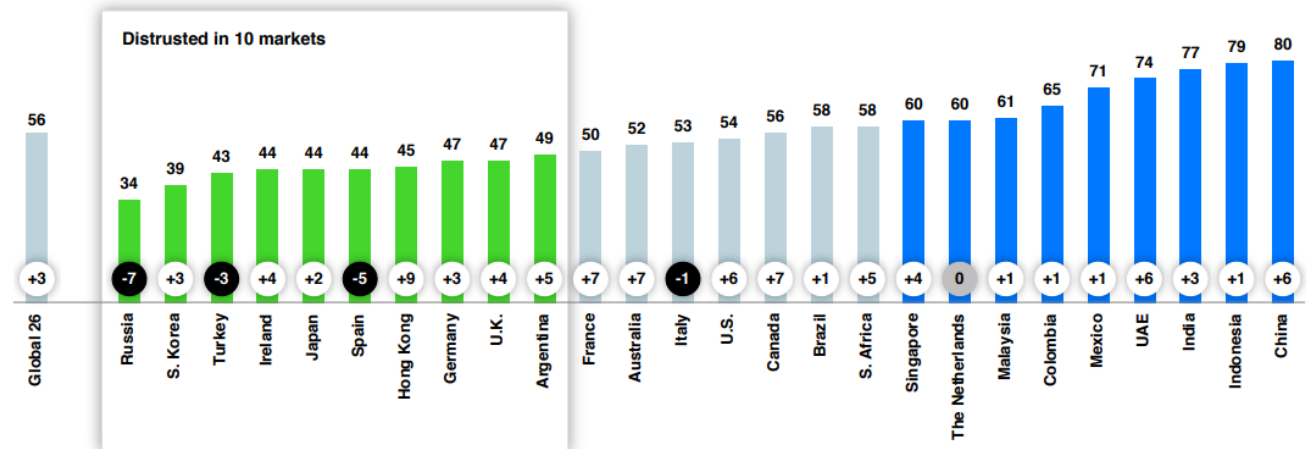
кризис доверия?

TRUST IN BUSINESS INCREASES IN 21 OF 26 MARKETS

Percent trust in business

■ Distrust ■ Neutral ■ Trust
● - 0 + Y-to-Y Change

Distrusted in 10 markets



EMPLOYEE EXPECTATIONS NOW INCLUDE SOCIETAL CHANGE

Percent of employees who expect each
from a prospective employer

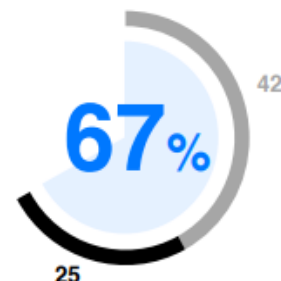
Strong expectation
You would have to **pay
me a lot more** to work
for an organization that
does not offer this

Deal breaker
I would **never** work
for an organization
that does not offer this

2019 Edelman Trust Barometer. EMP_IMP. When considering an organization as a potential place of employment, how important is each of the following to you in deciding whether or not you would accept a job offer there? Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. Buckets are the sum of the average of codes 1 & 2 for the items that make up each dimension. For details on the full list of items that went into each of the three dimensions, please refer to the Technical Appendix.

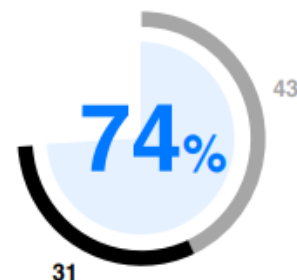
Shared Action

My employer has a
greater purpose, and my
job has a meaningful
societal impact



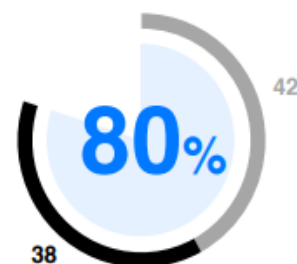
Personal Empowerment

I know what is going on, I am part
of the planning process, and I have
a voice in key decisions; the culture
is values-driven and inclusive



Job Opportunity

My employer offers wage growth,
training, career growth and work
which I find interesting & fulfilling



A collection of colorful chess pawns (red, blue, yellow, green, purple, black) are scattered across a white chessboard with blue lines. The pawns are in various positions, some in the foreground and some in the background. A semi-transparent white banner is overlaid across the middle of the image, containing the text 'новые правила' in bold red Cyrillic letters.

новые правила

A target with concentric rings and numbers (5, 6, 7, 8) is shown. A yellow dart is hitting the bullseye. The text is overlaid on the target.

ПРЕДПОСЫЛКИ

СОБЛЮДЕНИЕ ЗАКОНА

ДОБРОВОЛЬНЫЙ ВЫБОР

**СТРАТЕГИЧЕСКИЙ
ПОДХОД**



СОТРУДНИКИ

РЫНОК

ОКРУЖАЮЩАЯ СРЕДА

СООБЩЕСТВО

Key sustainability topics



**5 тенденций, за
которыми стоит
следить :**



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD





MAERSK



Strong potential for positive impact at scale

Through our business, where we can have the greatest positive impact on a systemic level.



Potential direct / indirect positive impact

Where our business has or may potentially have a direct or indirect positive impact through our activities and business practices.

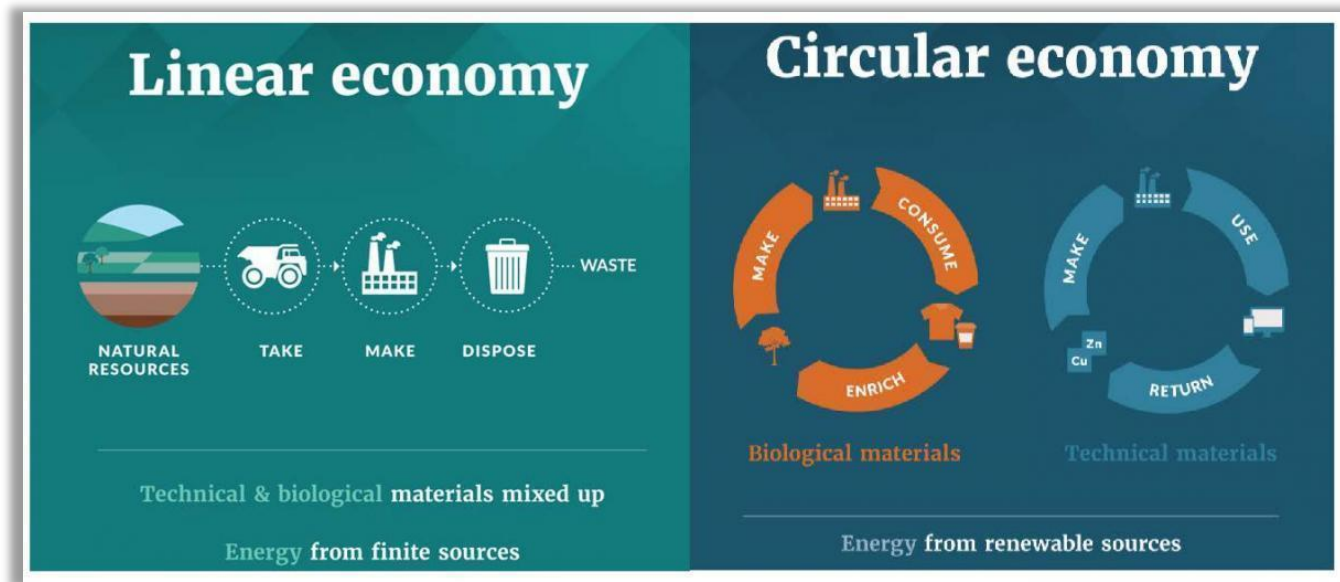


Responsibility to mitigate potential negative impact

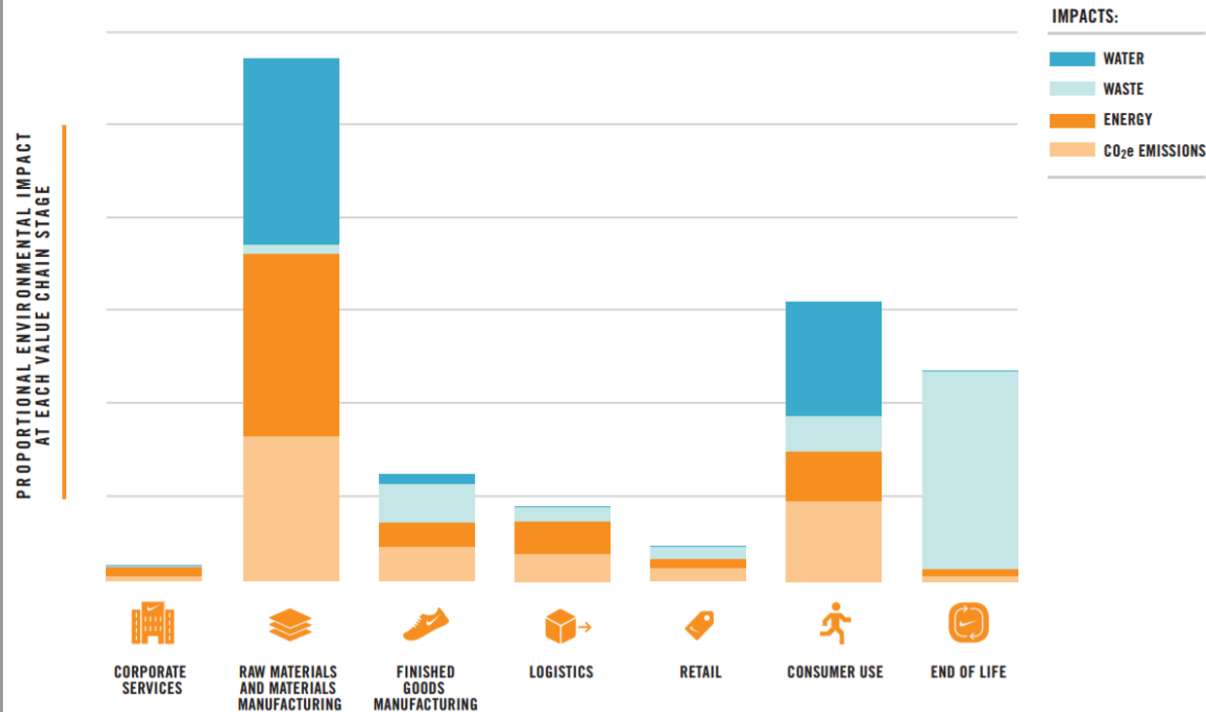
Through our commitment to the UN Global Compact, where our business has a responsibility to mitigate potential negative impacts on people, society and/or the environment.

Снижение воздействия на окружающую среду и выбросы мирового потребления

экономика замкнутого цикла (передача, аренда, ремонт, повторное использование, переработка)



FY15 NIKE, INC. VALUE CHAIN FOOTPRINT



Greenhouse gas emissions at Munich Airport

SCOPE 1 (SHARE: 14%)

Direct emissions from energy production and transportation

2% Diesel and gasoline for company vehicles

12% Energy self-generation

+

SCOPE 2 (SHARE: 2%)

Indirect emissions associated with buying in energy

2% Energy purchased externally

+

SCOPE 3 (SHARE: 84%)

Indirect emissions associated with the business conducted at the airport

1% Diesel and gasoline for outside companies

6% Public transport

5% APUs (auxiliary power units) and engine test runs

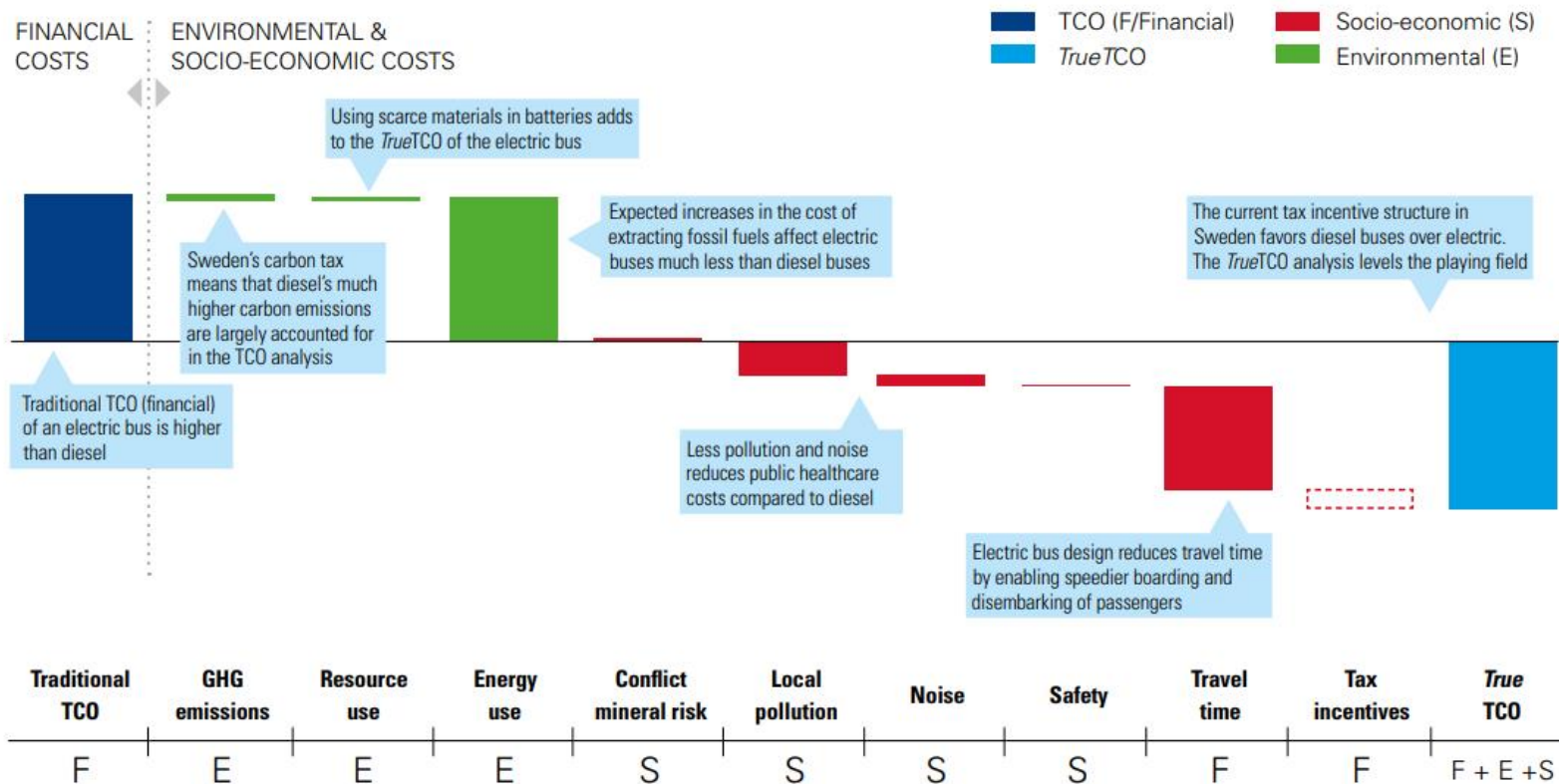
6% Energy purchases of outside companies

66% LTO cycle

















TOTAL: 100%

KPMG True Value Analysis Comparison of *True*Total Cost of Ownership of electric bus vs diesel bus

*True*TCO per bus per year



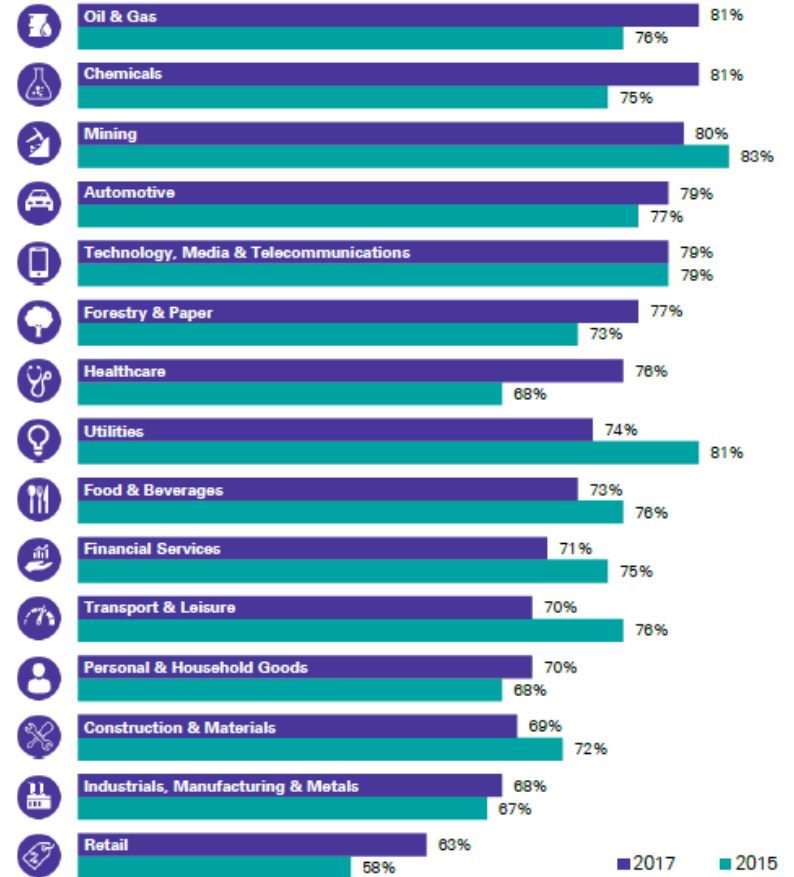
Равенство, прозрачность и вовлеченность

	Airlines		<ul style="list-style-type: none"> - Consultation process - Schiphol Operational Consultation - Schiphol Local Community Council (ORS) 	<ul style="list-style-type: none"> - Sustainable development of Schiphol beyond 2020 - Opening of Lelystad Airport to accommodate non-Mainport-related traffic
	Travellers		<ul style="list-style-type: none"> - Continuous research - ASQ Benchmark - Customer Contact Centre - Social media 	<ul style="list-style-type: none"> - Efforts to improve traveller perceptions incl. drive-in, check-in, smart parking, natural wayfinding, Seamless Flow, No-Q passport control - Meet expectations of new generation
	Local residents		<ul style="list-style-type: none"> - Schiphol Local Community Council - Regional Alders Platform - Local Community Contact Centre Schiphol (BAS) - Schiphol Quality of Life Foundation 	<ul style="list-style-type: none"> - Employment - Education and training - Schiphol Fund - Initiatives by regional airports
	Sector partners		<ul style="list-style-type: none"> - Integral Safety Management System - Runway Safety Team - Netherlands Control Group for Bird Strikes (NRV) - Schiphol Security and Public Safety Platform 	<ul style="list-style-type: none"> - Initiator of the Airports Sustainability Declaration - 'Zero-emissions' in 2030 - Integral Safety Management System to strengthen safe operations in conjunction with all chain partners - Collaboration in CDM/SESAR
	Government bodies		<ul style="list-style-type: none"> - Regional municipalities - Province of North-Holland - Ministry of Infrastructure and Water Management 	<ul style="list-style-type: none"> - New Environmental Standards and Enforcement System - Regulations to address taxi touts - Security measures - Aviation White Paper - Climate roundtable on sustainable aviation
	Financial stakeholders		<ul style="list-style-type: none"> - General Meeting of Shareholders - Investor Relations meetings - Annual rating review meetings 	<ul style="list-style-type: none"> - Focus on cost control - Monitoring the creditworthiness of the Group - International activities
	Business partners		<ul style="list-style-type: none"> - Consultations with key contacts - Tenants' consultation platform - OSO - Cooperation programme with Dutch Railways, ProRail, Ministry of Infrastructure and Water Management - Safe working campaigns for main contractors 	<ul style="list-style-type: none"> - Airside electric charging - Circular construction practices
	Employees		<ul style="list-style-type: none"> - Works Council - Schiphol Aviation Community - Aviation Inclusive - Trade unions 	<ul style="list-style-type: none"> - HPO and HRO targets - Vitality programme for shift workers - Social return

Growth in global CR reporting rates since 1993



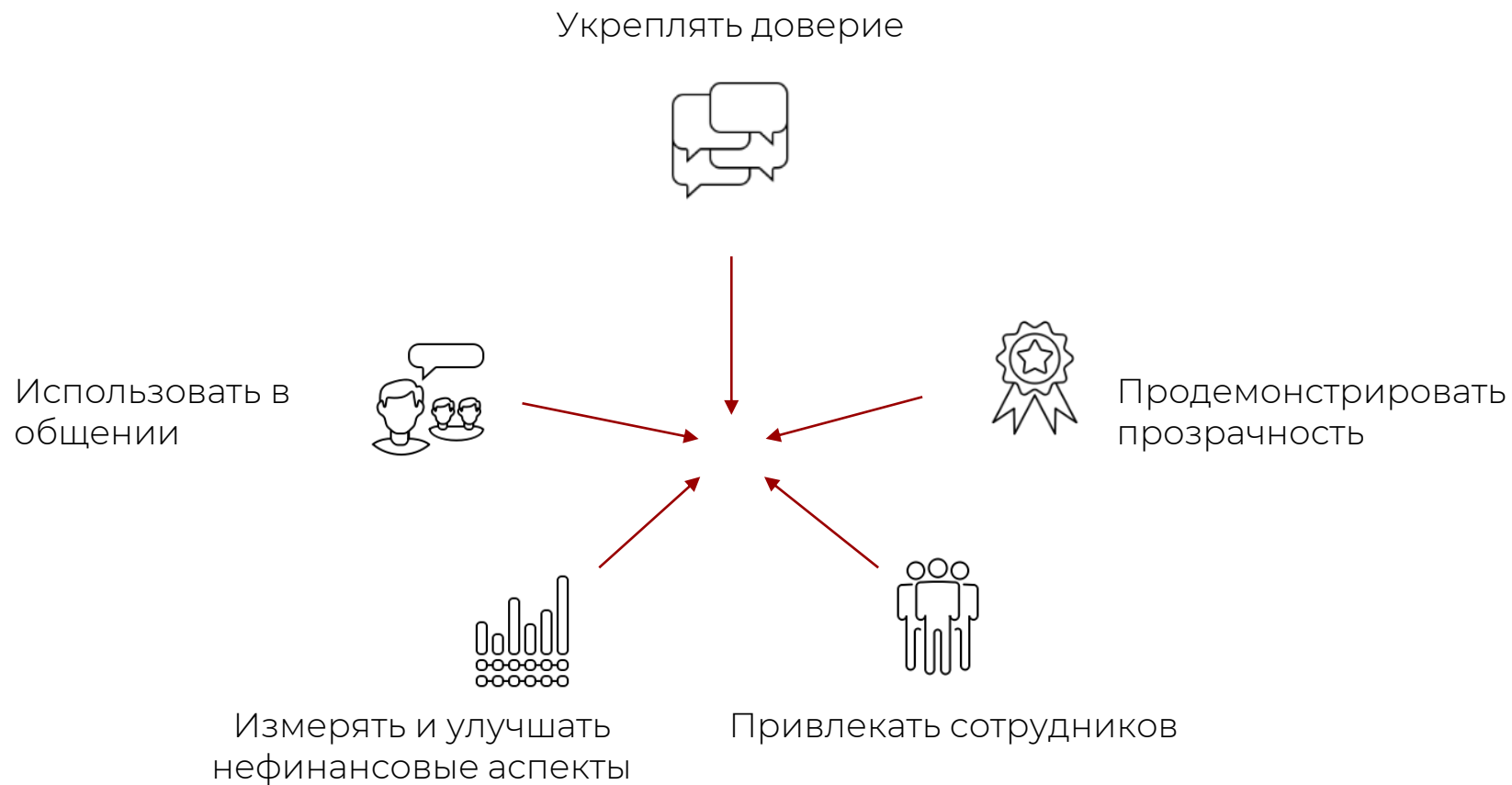
Base: 4,900 N100 companies and 250 G250 companies
Source: KPMG Survey of Corporate Responsibility Reporting 2017



**Управление
устойчивым
развитием
невозможно
без отчетности**



Почему?



Strategic focus on sustainable development

Swedavia is developing the airports of the future – airports that enable meetings between people and that will create access and sustainable growth for many decades going forward. In this perspective, sustainability – economic, social and environmental – is always an essential condition.



Swedavia's overall targets are:

85%

satisfied customers, 2025

75%

engaged leaders and employees, 2020

6%

return on operating capital annually

0 tonnes

emissions of fossil carbon dioxide from own operations, 2020

Swedavia's sustainability targets

Actual figures 2013–2017

Indicators for the owner

SATISFIED PASSENGERS

85%
(2025)



ENGAGED LEADERS AND EMPLOYEES*

75%
(2020)



RETURN ON OPERATING CAPITAL

6%
(annually)



FOSSILA KOLDIOXIDUTSLÄPP**

0 tonnes
(2020)



** The overall environmental target of 0 tonnes of fossil carbon dioxide emissions is for emissions from the Company's own operations.

MISSION TARGETS/INDICATORS

Satisfied passengers
75% (77%)

Number of passengers domestic/international
14.0 M / 27.9 M
(13.7 M / 25.8 M)

Number of international destinations
313 (287)

Carbon footprint, tonnes***
524,000 tonnes (504,000)****

Number of accidents and incidents
3 (1)

*** The mission target for carbon footprint is not included in the auditor's review report.

**** Footprint by airport, which includes ground transport and air traffic, is reported on page 59.

ECONOMIC TARGETS

Capital structure
Debt/equity ratio 0.7–1.5 times

Profitability
6% return on operating capital

Dividend payout
30–50%

WE CURRENTLY SUPPORT
290+ IN **118+**
 PHYSICAL ACTIVITY OR NUTRITION
 EDUCATION PROGRAMS. COUNTRIES
 AROUND
 THE WORLD.



● **6MM**

connections with young people through the **Boys & Girls Clubs of America's Triple Play** program since its inception in 2005.

● **2MM+**

people have been reached through our support of community walks across 30 cities in China.

● **1.5MM**

young players in **India and Pakistan** have participated in **Sprite Street Cricket Tournaments**.

● **26MM**

people have been reached through our **physical activity** programs in **Latin America**.

● **150k+**

students were engaged in our **Mission Olympic** initiative in the **Netherlands** in 2011.

● **500k**

students have been reached since 2003 through the **Step With It, Singapore!**

Coca-Cola



**Conserving our
 most precious resource.**

Clean, accessible water is essential to the health of our communities, critical to ecosystems and indispensable for economic prosperity.



Main ingredient in our beverages



Necessary for growing our agricultural ingredients



Central to our manufacturing processes

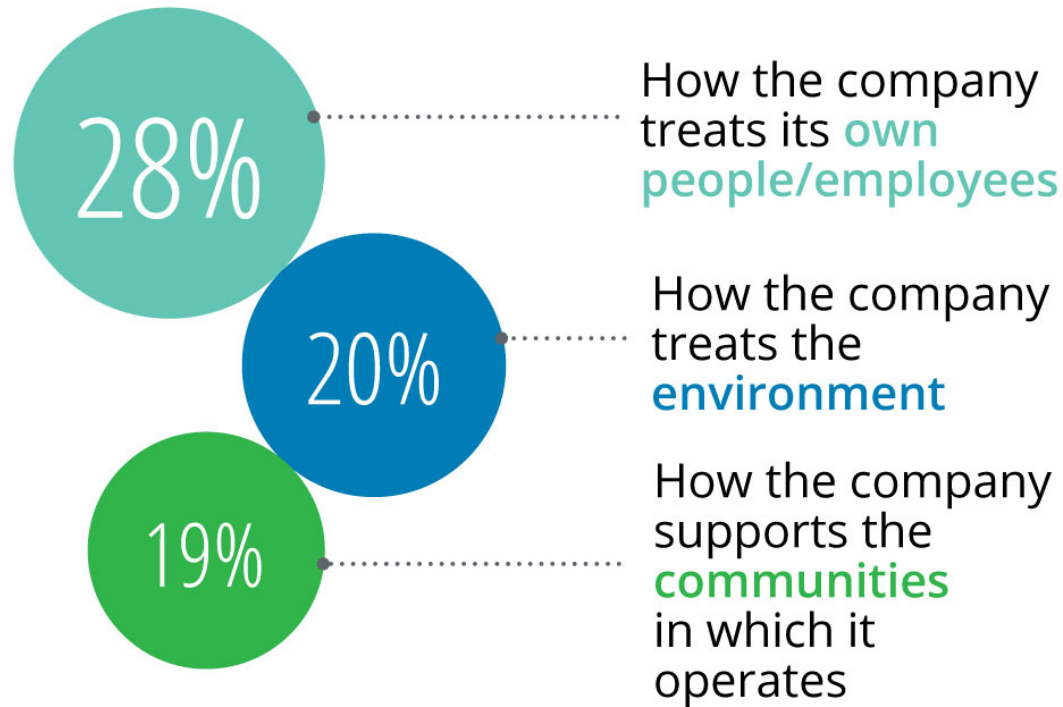


Essential to communities and the watersheds we share



Top issues consumers identify with while making decisions about brands

Percentage of respondents

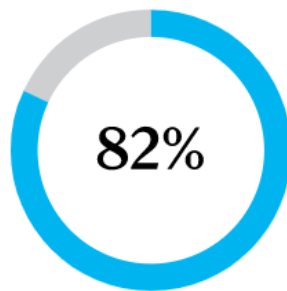


Source: Deloitte 2019 Consumer Pulsing Survey in the United States, United Kingdom, China, and Brazil.

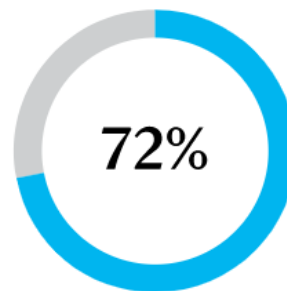
Deloitte Insights | deloitte.com/insights

Employees feel that purpose is important—but many say their companies don't have one, let alone one that makes a difference.

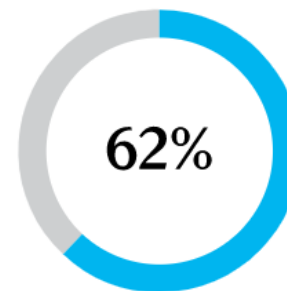
Respondents reporting that ...



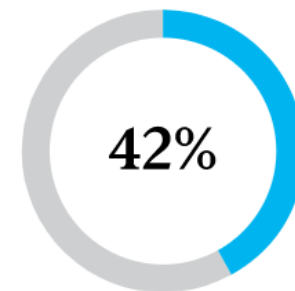
... it is important to have a purpose



... purpose should receive more weight than profit



... their organizations have a purpose statement



... their organizations' purpose statements drive impact¹

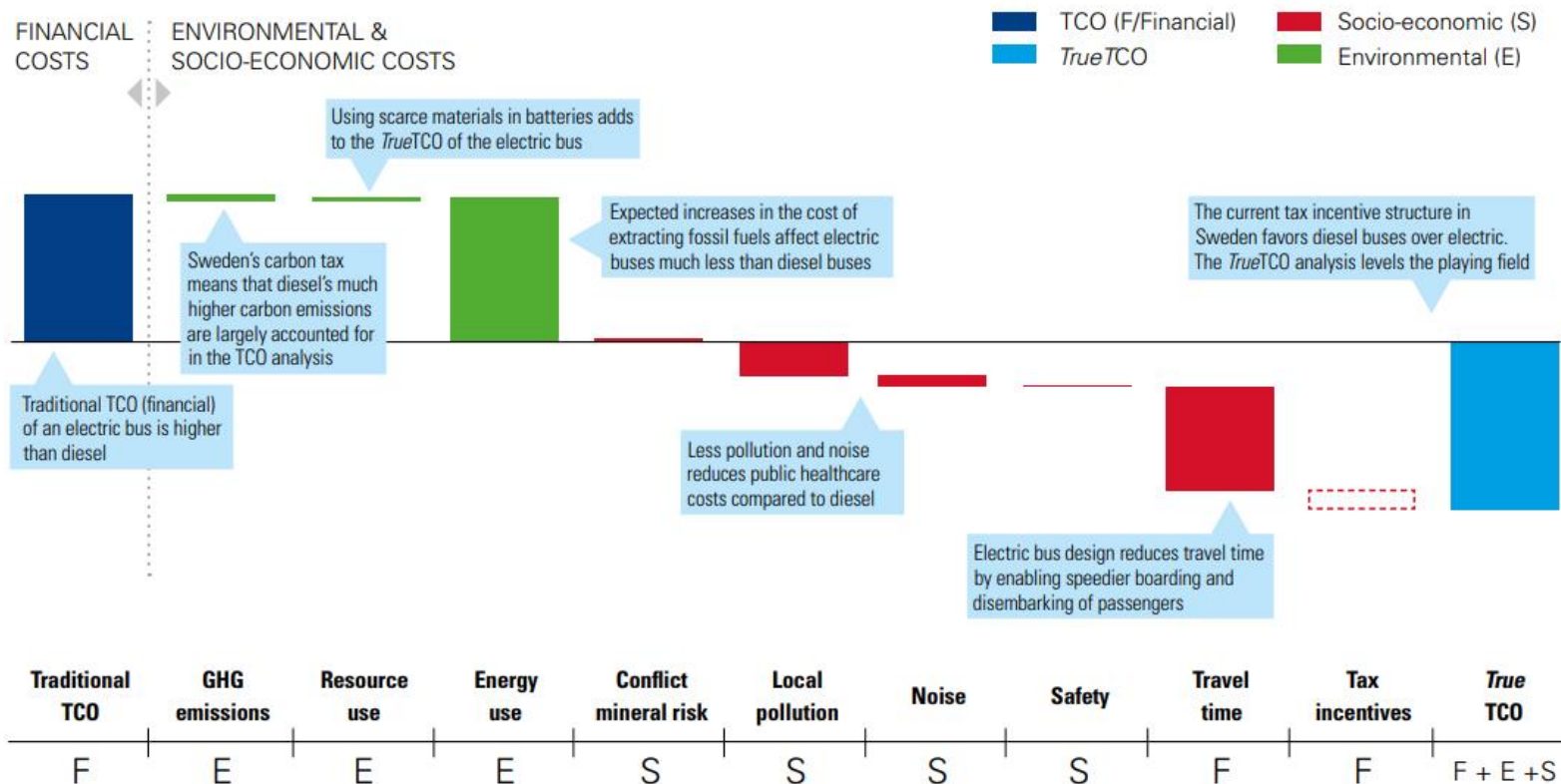
Note: segments displayed in gray reflect respondents who were neutral, disagreed, or strongly disagreed.

¹Impact score, which is based on subset of respondents reporting presence of organizational purpose, derived on basis of responses to questions about achievements of purpose and positive change associated with purpose.

Source: McKinsey Organizational Purpose Survey of 1,214 managers and frontline employees at US companies, October 2019

KPMG True Value Analysis Comparison of *True*Total Cost of Ownership of electric bus vs diesel bus

*True*TCO per bus per year

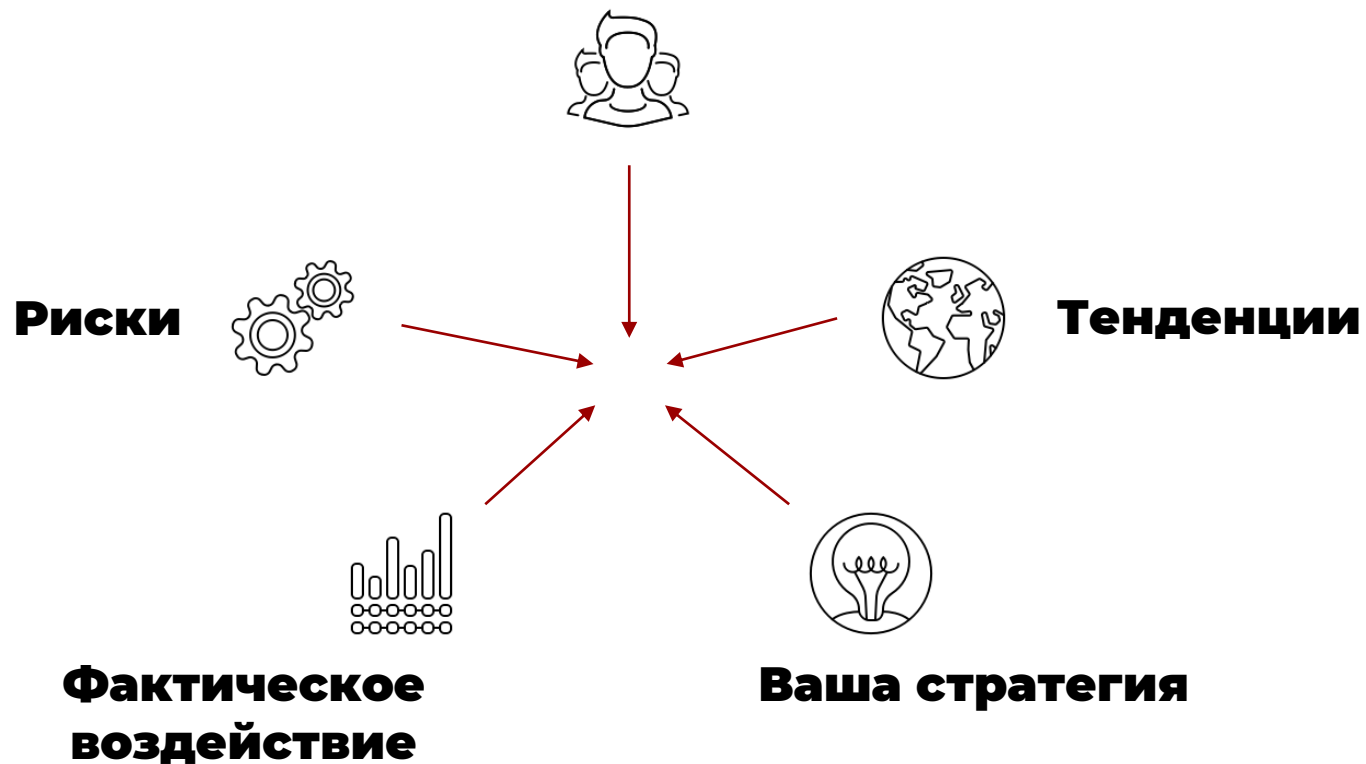


A photograph of a crowd at a concert. In the foreground, two hands are raised, forming a heart shape. In the background, other people are visible, some also forming heart shapes with their hands. The scene is lit with warm, yellow stage lights, creating a hazy, atmospheric effect. The text is overlaid on a semi-transparent blue band across the middle of the image.

СУЩЕСТВЕННОСТЬ

- Исследование того, что важно для общества

Ожидания заинтересованных сторон



Шаг 1 - Определение влиятельных лиц

- Сотрудники
- Клиенты
- Неправительственные организации
- Государственные учреждения
- Эксперты
- Поставщики
- Отраслевые ассоциации
- Инвесторы
- И другие

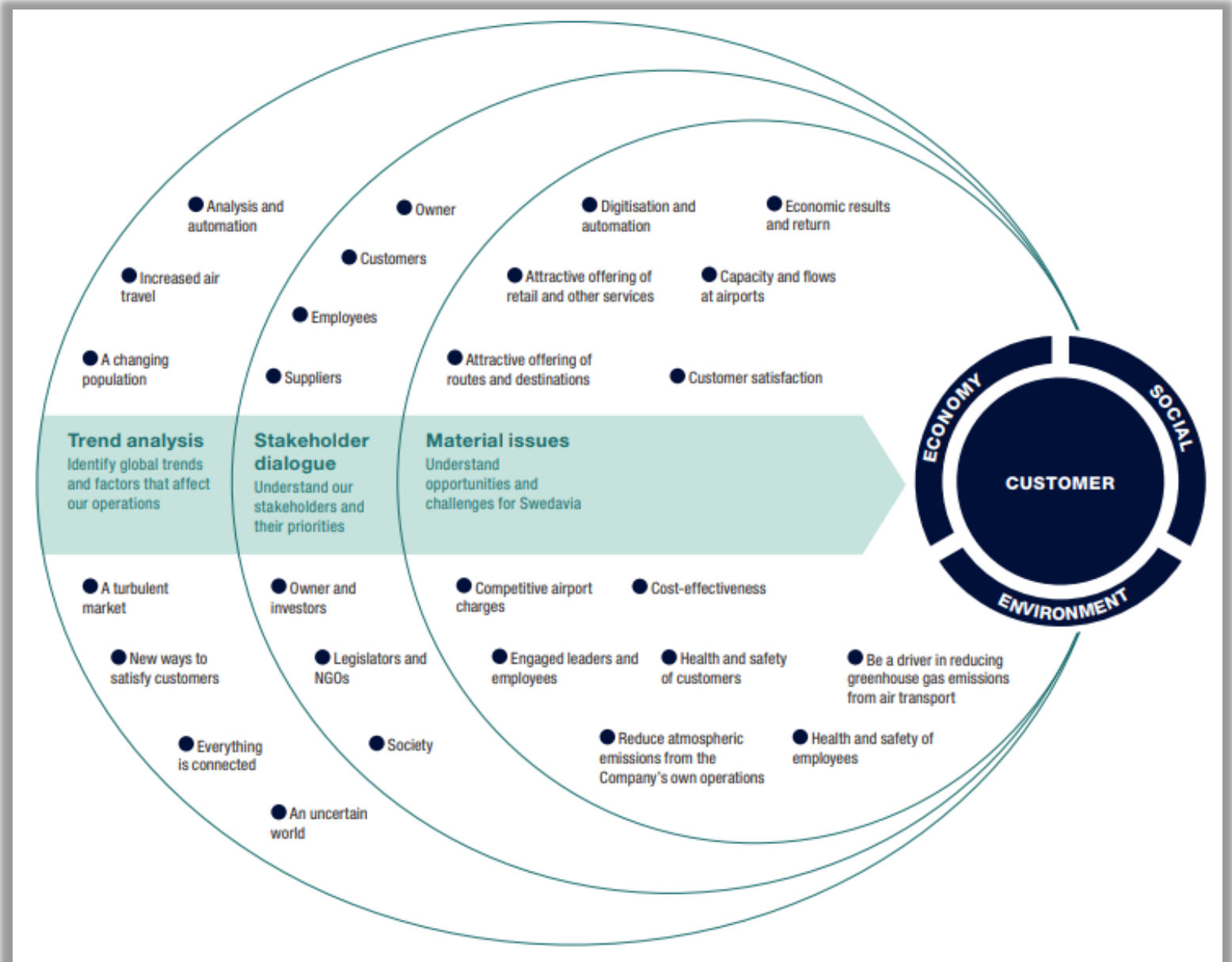


Шаг 2 - Вовлечение заинтересованных сторон

- Опросы
- Мастерские
- Встречи, интервью
- И другие методы



Важно помнить, что мнение сотрудников также необходимо узнать!



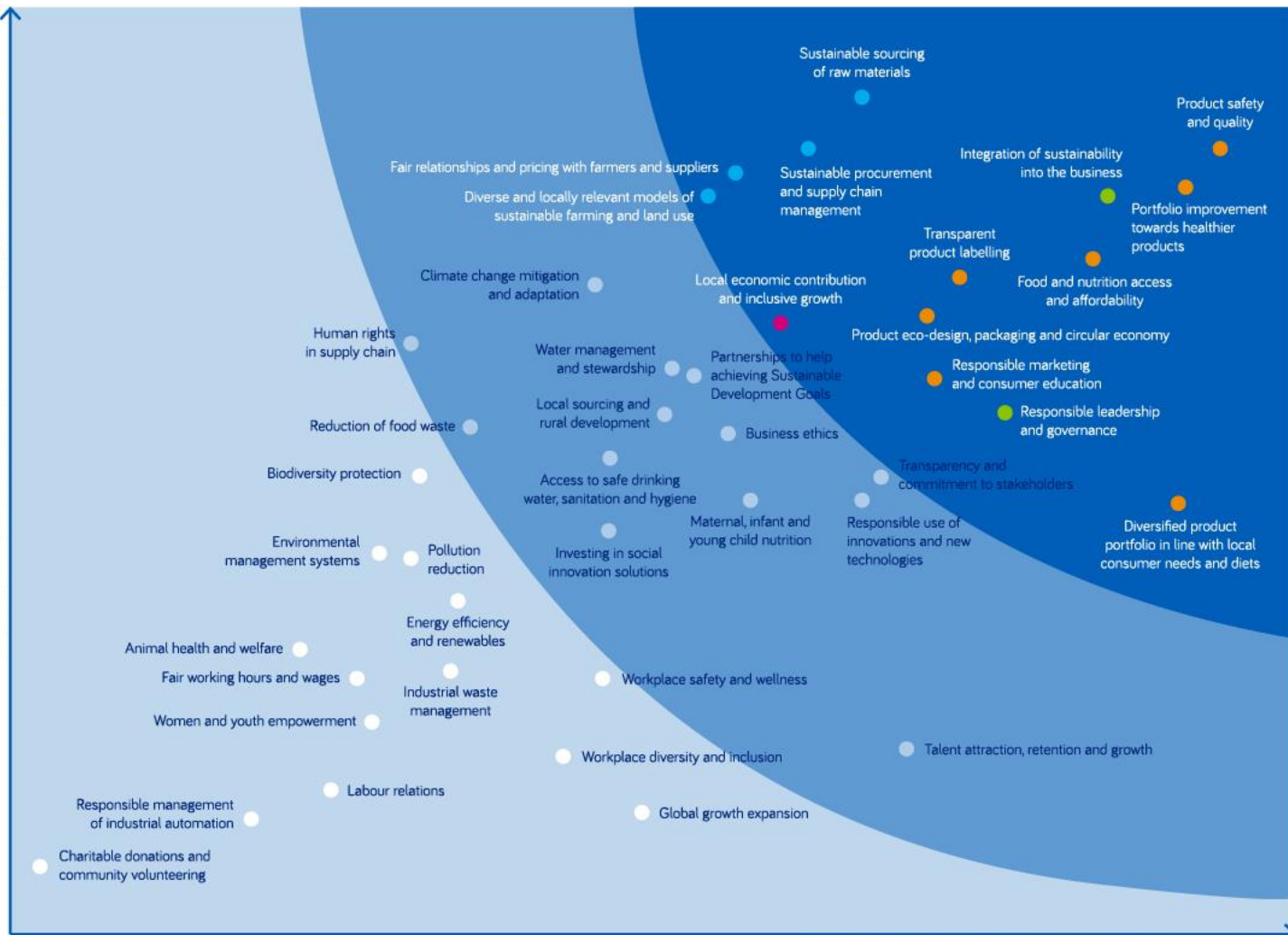
CONSUMER ENGAGEMENT
AND PRODUCT
RESPONSIBILITY

SUPPLY CHAIN


GOVERNANCE AND
STRATEGY

LOCAL ECONOMY /
INCLUSIVE GROWTH

IMPORTANCE TO DANONE'S EXTERNAL STAKEHOLDERS



IMPACT ON DANONE'S BUSINESS SUCCESS



2030

**Будьте амбициозны и
продолжайте вносить
изменения**

OUR COMMITMENT TO THE ENVIRONMENT BY 2030



PROTECTING NATUREL RESOURCES

- Halve the amount of water we use
- Eliminate the use of all pesticides in our airports

RECOVERING WASTE

Send zero waste to landfill
by recycling more and recovering waste



HALVING OUR CARBON FOOTPRINT

- Reduce energy consumption by:
 - Replacing conventional light bulbs with LED lighting
 - Replacing heating, ventilation and air conditioning systems with more efficient alternatives
 - Optimising heating and air conditioning temperatures
- Deploy photovoltaic panels to produce our own carbon-free electricity
- Roll out a fleet of clean vehicles



adidas

SUSTAINABILITY

OUR COMMITMENT



OUR PURPOSE

THROUGH SPORT,
WE HAVE THE POWER
TO CHANGE LIVES

RECYCLED POLYESTER

BY 2024 ADIDAS WILL USE ONLY

**RECYCLED
POLYESTER**

IN ALL PRODUCTS
ACROSS THE BUSINESS
CURRENTLY OVER 50%

THE DOW JONES SUSTAINABILITY INDEX



RANKED IN THE
SUSTAINABILITY
INDICES FOR THE 20TH
CONSECUTIVE TIME

CHEMICAL MANAGEMENT



99 %
OF OUR PRODUCTS
ARE PFC FREE

RUN FOR THE OCEANS

A GLOBAL
RUNNING EVENT
WITH OVER
**2.2
MILLION**
RUNNERS FROM ALL
OVER THE WORLD
IN 2019



ADIDAS CONTRIBUTED
\$1.5 MILLION
TO HELP THE **PARLEY OCEAN**
SCHOOL PROGRAM THAT EDUCATES
AND EMPOWERS THE NEXT
GENERATION TO PROTECT OUR OCEANS

PLASTIC-BAG-FREE STORES



PLASTIC BAGS
ARE REMOVED FROM
ALL ADIDAS STORES
WORLDWIDE

PLASTIC-FREE OFFICES WORLDWIDE



AVOID MORE
THAN 40 TONS
OF SINGLE-USE PLASTIC
ITEMS PER YEAR

RECYCLED PACKAGING



BY 2021 PACKAGING
USED TO TRANSPORT
PRODUCTS WILL BE
MADE FROM
RECYCLED MATERIAL

PARLEY FOR THE OCEANS



OVER
**15 MILLION
PAIRS OF
SHOES**

WILL BE PRODUCED WITH
PLASTIC WASTE COLLECTED
FROM BEACHES AND COASTAL
REGIONS
THIS YEAR

INFINITE PLAY

PILOT PROJECT IN THE U.K. TO
**EXTEND THE
USEFUL LIFE
OF A PRODUCT**

CONSUMERS CAN SEND PRODUCTS
BACK EITHER TO BE
RESOLD OR RECYCLED



INNOVATIONS - 3 LOOP STRATEGY

**RECYCLED
LOOP**



MADE WITH
RECYCLED MATERIALS
**PARLEY, PRIMEBLUE,
PRIMEGREEN**

**CIRCULAR
LOOP**



MADE TO
BE REMADE
FUTURECRAFT LOOP

**REGENERATIVE
LOOP**



MADE TO
REGENERATE
MATERIALS FROM
NATURAL RESOURCE

BETTER COTTON

**100% OF
ALL COTTON**
SOURCED GLOBALLY IS
**SUSTAINABLE
COTTON**

CARBON FOOTPRINT

BY 2030 ADIDAS WILL REDUCE ITS
CARBON FOOTPRINT
BY 30% AS PART OF THE **FASHION INDUSTRY CHARTER**
FOR CLIMATE CHANGE

CLIMATE NEUTRALITY

BY 2050

**ACHIEVE CLIMATE
NEUTRALITY**



#4 Restorative ambition

IKEA Vision

‘Becoming
climate
positive
by 2030’



New Packaging Targets for 2025



* Excluding adhesive products where residue may affect recyclability or pollute recycling streams.

PAULIG'S SUSTAINABILITY

FOCUS AREAS AND AMBITIONS 2030



CLIMATE ACTION & CIRCULARITY

AMBITION:

80% less GHG emissions from
own operations,
50% less GHG emissions in our
value chain



PAULIG'S SUSTAINABILITY

FOCUS AREAS AND AMBITIONS 2030



HEALTH & WELLBEING OF PEOPLE AND PLANET

AMBITION:

70% of our net sales comes from products
and services which enable health and
wellbeing of people and planet*



Разработка бизнес модели: стратегическое планирование и устойчивый бизнес

Даце Хелмане

Ведущий эксперт в сфере развития зеленого бизнеса

г. Алматы, 2020



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