

“How to
overcome the
obstacles to
create
sustainable
universities?”

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Forum & Chairman Supervisory Board Port
of Rotterdam

HUMANE, Utrecht University Sustainability
Summit Study Visit

Wednesday 14th May 2019

Content Presentation

- **Personal Introduction**
- **Barriers to implementing Sustainability in an organisation**
- **Measures to overcome the barriers to implementing Sustainability**

Personal Introduction

- **Board Director:**

Netherlands

- **Port of Rotterdam (Chair)**

United Kingdom

- **Urenco**

France

- **Eramet**

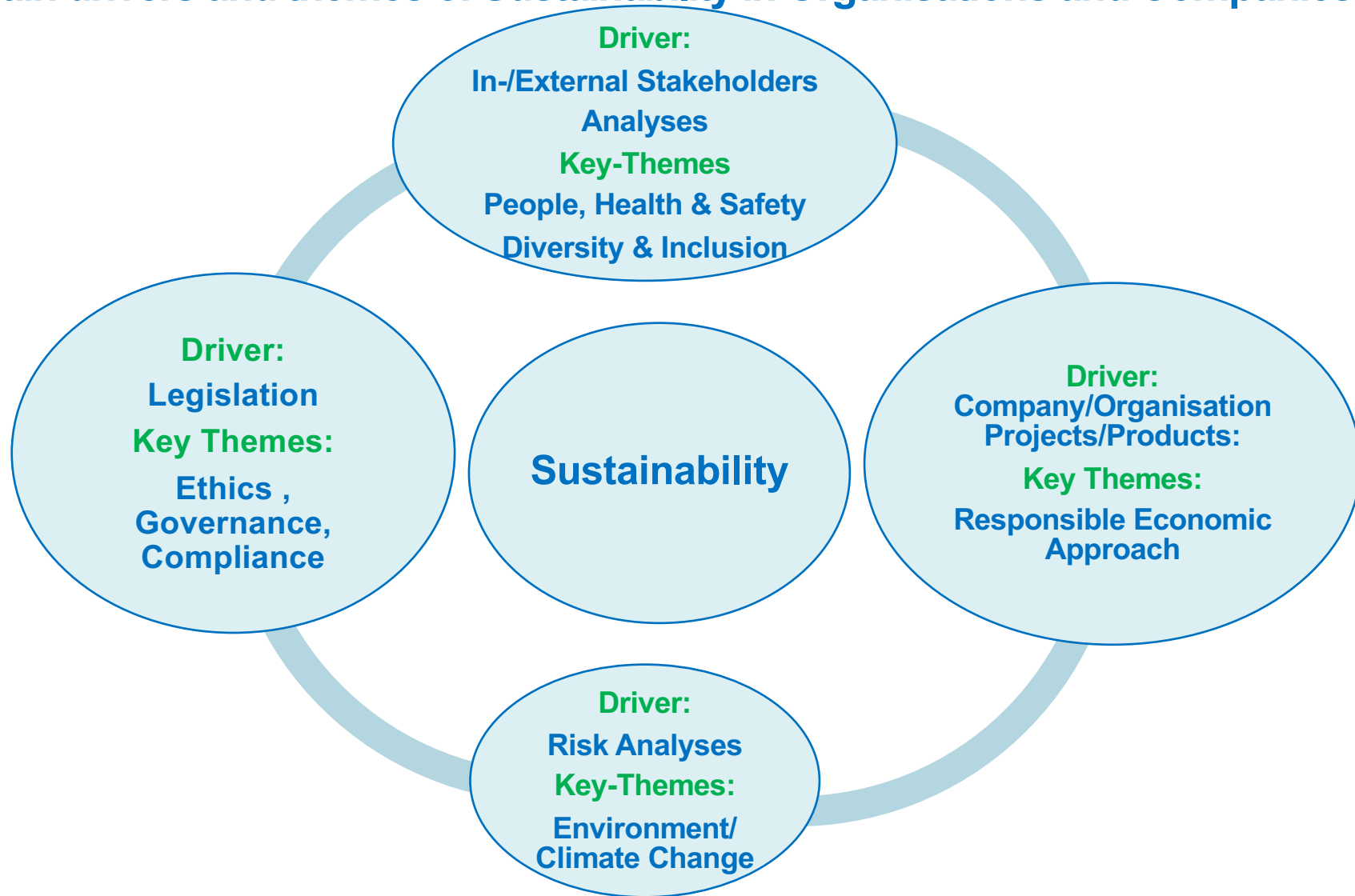
- **Vilmorin & Cie**

- **Assystem**

- **Chairman Energy Transition Forum**



Main drivers and themes of Sustainability in Organisations and Companies



The 5 Main Barriers to Implementing Sustainability in a company or organisation/ university

**1. Insufficient
Leadership &
Commitment from the
top**

**2. Unclear Definition
Sustainability**

**3. Conflicting Priorities
between departments &
Stakeholders &
Insufficient
Teamwork**

**4. Lack of Resources &
unclear Roles and
Responsibilities**

**5. Lack of clarity on
essence of
Sustainability to
company or
organisation**

1. Insufficient Leadership & Commitment from the top

Political sensitivities

Absence of a specific process to delegate sustainable responsibilities into the organisation (i.e. Sustainability Board level Committee)

Barriers to implementing Sustainability in an organisation/university



Urenco's Sustainability Journey



HO-480 Jan 19

Implementing Sustainability requires effectively leadership from the top, a diligent process and tailormade content

- 1st Step: Stakeholder Identification Process
- 2nd Step: Stakeholder Dialogue
- 3rd Step: Define relevant Core Focus Area's
- 4th Step: Identify Key Performance Indicators for each Focus area



Top Management too far away from
real issues of key Stakeholders ;
Implementing Sustainability and Local
Stake holder dialogue in New
Caledonia became “Saving Grace”

2. Unclear definition of Sustainability

**Direct and/or Indirect
CO₂ Emissions**

**Include High
Impact/Low Support &
Low Impact/ High
Support Measures**

**Define & Measure
Priorities**

**Barriers to
implementing
Sustainability in an
organisation/university**



Universiteit Utrecht



Sustainability report 2018

Sustainability is integral to everything we do

Contents

OVERVIEW

- Introduction
- Chief Executive Officer's review
- Our role in the nuclear fuel supply chain
- Engaging with our stakeholders
- Key performance indicators
- Evolving Urenco's brand

FOCUS AREAS

- Focus areas, materiality and risk
- **Focus area 1:** Health and safety, safeguards and security
- **Focus area 2:** Environmental impact
- **Focus area 3:** Supplier of choice
- **Focus area 4:** Employee engagement
- **Focus area 5:** Community engagement
- **Focus area 6:** Asset integrity

PERFORMANCE

- Our contribution to the UN SDGs
- Managing sustainability
- About this report
- GRI performance

3. Conflicting Priorities between departments & Stakeholders & Insufficient Teamwork

**Implementation of
Sustainable Strategy
often lacks “Buy-In”
and alignment between
Departments**

**Lack of Definition of
KPI's & Monthly review
of scorecard by
Directors**

**Barriers to
implementing
Sustainability in an
organisation/university**



4. Lack of Resources & unclear Roles and Responsibilities

Insufficient allocated & ringfenced budgets

Lack of people with the right experience

Too low in hierarchy to have “power base”

5. Lack of clarity on essence of Sustainability to company or organisation

Link between Sustainability and the essential role of a university:

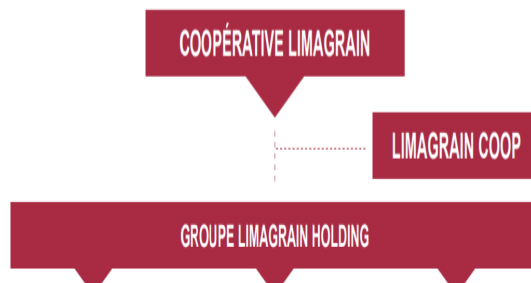
“Educating students in a social responsible way”

Barriers to implementing Sustainability in an organisation/university





OUR ORGANISATION CHART



from earth to life

Between now and 2050, the worldwide population will have grown by 34% according to the Food and Agriculture Organization (FAO). To provide for future needs, agricultural production needs to increase by more than 70%... A growth in production such as this, with natural resources that are already stretched, is not feasible without an advancement in our agri-food production systems.

As an international cooperative Group, guided by agriculture and science culture, our mission and responsibilities are to develop agriculture in order to meet the food challenges ahead. To do this, each year we invest almost 15% of our turnover in research, to develop, from our core business, seeds, innovative and responsible solutions to improve the economic performance of value-added crop production sectors. At Limagrain, we



SHIPPING

DOING BUSINESS

OUR PORT

PORT AUTHORITY

NEWS



1. Insufficient Leadership from the top



- **Establish clear governance processes from the top down e.g. install a Sustainability Committee, chaired by Executive Board (“CvB”) member**
- **Define the framework and topics to be included in- and excluded from the Sustainability definition and strategy**
- **Have Sustainability Committee define a clear Sustainability Policy and Annual report with Key Performance Indicators (“KPI”)**
- **Review and Reward Key Sustainable Performance Indicators**

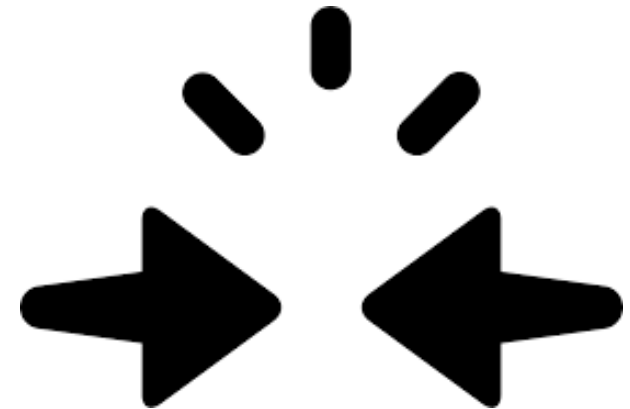
2. Unclear Definition Sustainability

- **Define High impact/ Low Support Measures e.g. lower electricity, heating & cooling consumption**
- **Define Low Impact/ High Support Measures e.g. Adapt Food offering; limited printing; no plastics; electric car plugs**
- **Define relevant core areas and a limited number of Sustainability “Key Performance Indicators”**
 - **Personnel/Communities**
 - **Environment/ Climate**
 - **Ethics/Governance**
 - **Products/ Economic Responsible Activities**



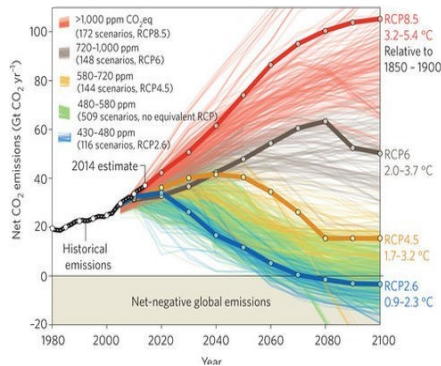
3. Conflicting Priorities between Departments & Stakeholders and insufficient team work

- **Appoint Experienced Programme Implementation Manager with functional authority across all departments**
- **Provide her/him with a “Power Base” through senior level reporting lines and processes**
- **Appoint Sustainability Champions and - Data Processors in each department**
- **Start a Communication Programme to engage teams and change behaviours**
- **Create effective cross-organisational sustainability teams and- champions**



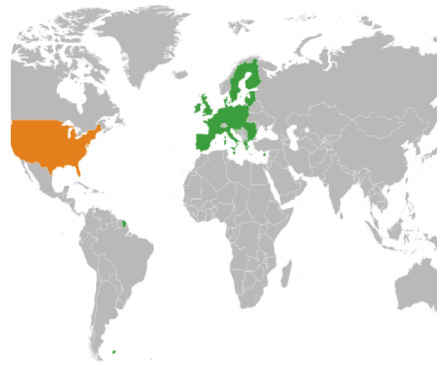
Energy Transition Forum:

An “off-the-record” dialogue platform between senior leaders in business, governments, academia and NGO’s from USA, Europe, India & China on a timely and responsible Energy Transition



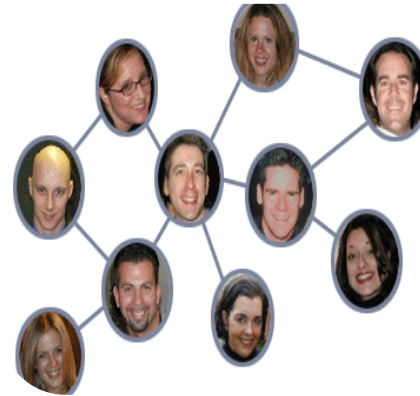
Sharing of exclusive content

Sharing of first-hand, fact-based practitioner information & latest insights



Mutual learning across regions

Initiated as a transatlantic initiative, now becoming more global
Sharing useful experience mobilizing people from different geographies



The creation of a useful and inspiring network of participants

Building high-value connections between participants and a coalition of people



The ETF's impact and outcomes

Insights in potential solutions & Influencing decisions in companies, government and organisations

TEAM MEMBERS



A clear understanding
about the role and personal
responsibilities and
expected behaviours



Well-defined decision
processes

OPEN CULTURE

A constructive, open and
inclusive culture

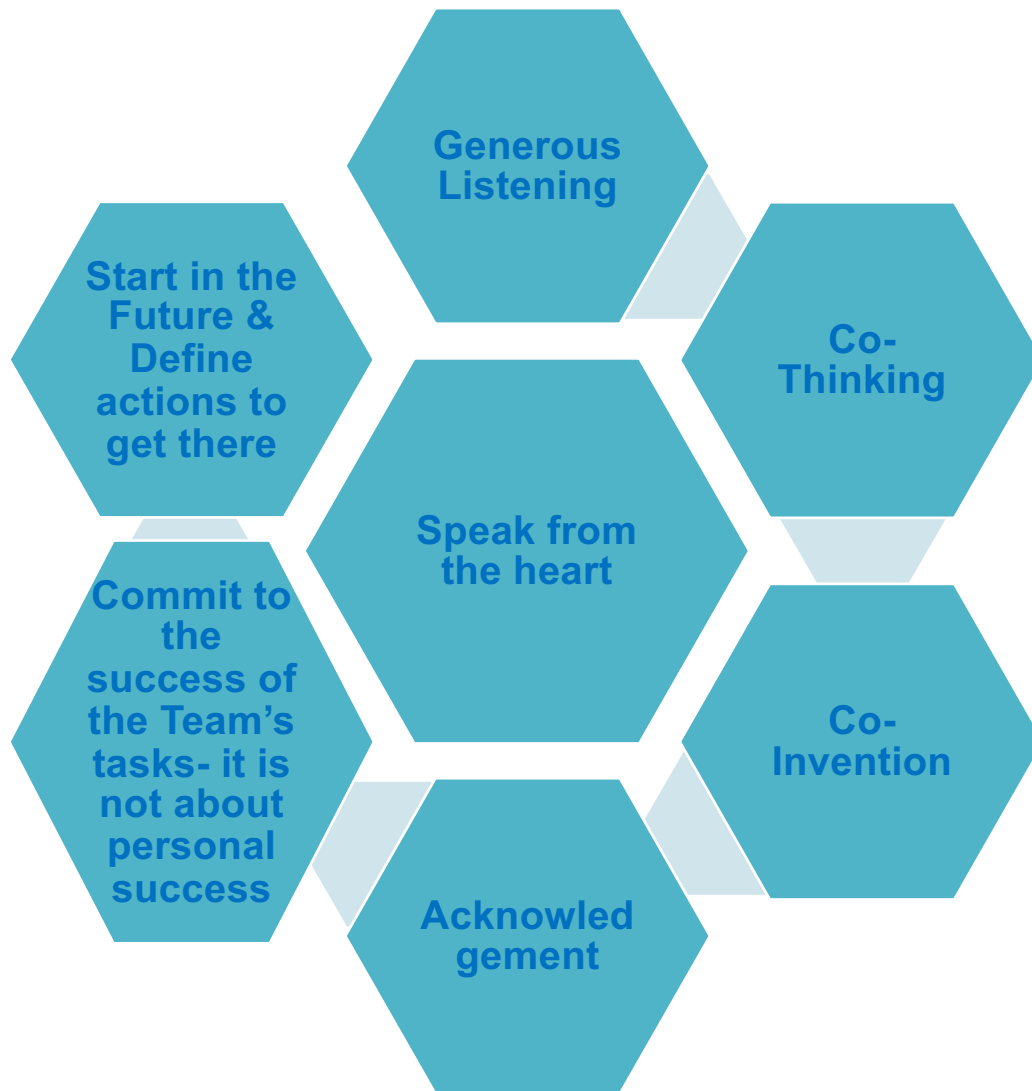


The right behaviours and
interactions of the Team
resulting in a high-quality
dialogue

4 Essential Components to create Effective Teams

Based on:

- Academic and Business Literature
- Own Experience:
Business, Boards
Energy Transition Forum



Creating a constructive, open and inclusive culture through the creation of a “Genuine Dialogue”

4. Lack of Resources (Money; People) & unclear Roles and Responsibilities



- **Executive Board to allocate Financial & Human Resources**
- **Include Sustainability KPI's in Bonus/Incentive Plans**
- **Consult with & recruit Sustainability Experts**
- **Train/Educate Sustainability Champions, Programme Manager, Organisation**



5. Lack of clarity on essence of Sustainability to company or organisation

University's Social Responsibility:

- *“Educating students in a social responsible way”*
- University's responsibility to change behaviours and create Effective Teams
- Sustainability should be at the heart of all organisations and be “This is the way we do things around here.”
- Need to anticipate & respond to increasing regulatory requirements

Energy Transition Forum



“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”

Margaret Mead, Cultural Anthropologist

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Thank you for your attention

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Back- up Slides



Generous Listening



ron: Stakeholder Engagement Process, Urenco (2017)

1st Step: Stakeholder Identification Process

➤ Decision Makers

Government; Politicians;
Regulators; Local Authorities;
Investors; Shareholders;
Banks; Rating Agencies

➤ Influencers

Suppliers; Customers;
Employees; Competitors; Local
Communities

➤ Climate of Opinion

Media; Social Media; Trade
Associations; Research Bodies;
NGO's; Education

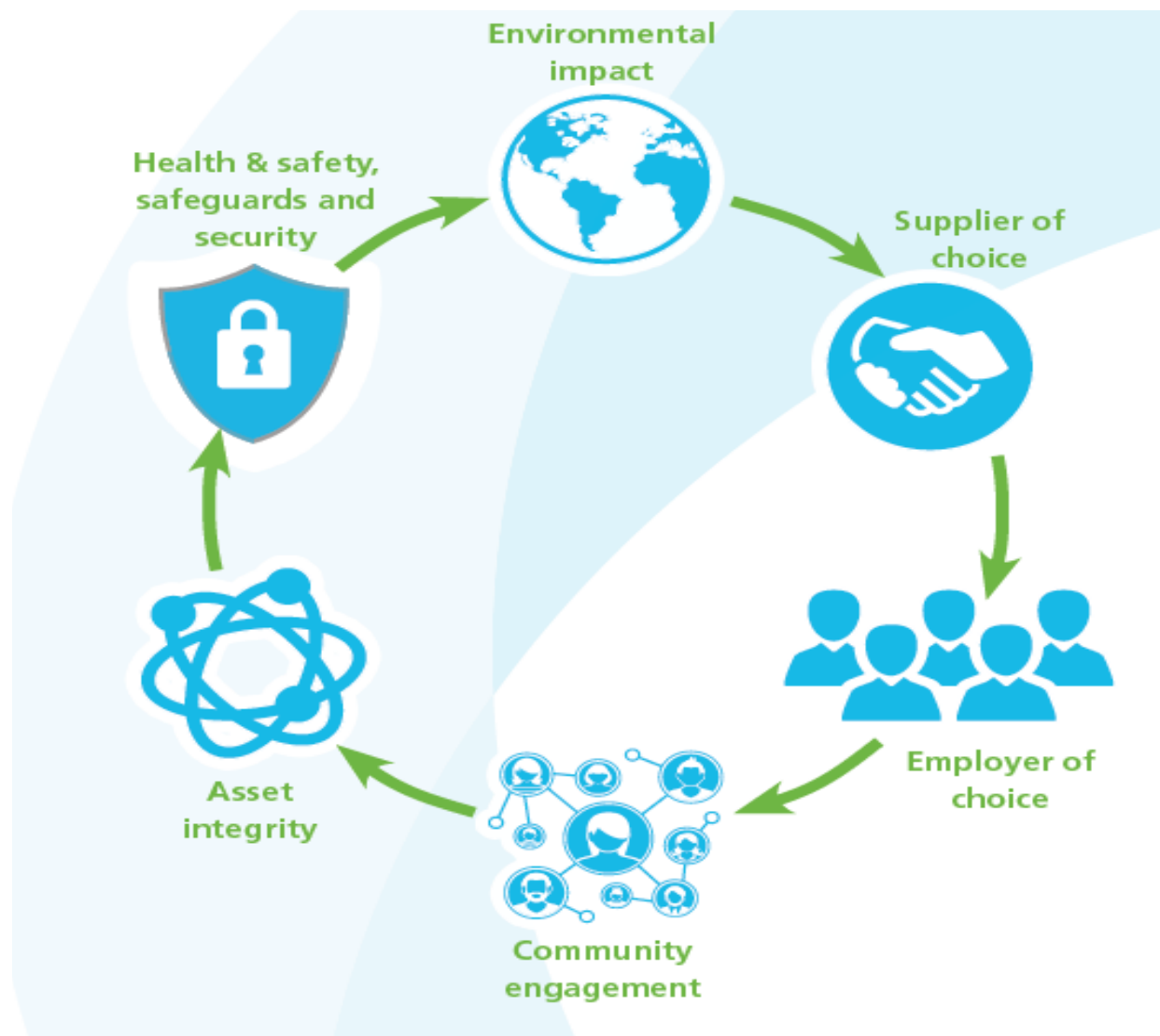
Recording stakeholder dialogue

Stakeholder group	Type of engagement	Example topics raised by individual stakeholders	Achievements in 2017
Customers/Suppliers	<ul style="list-style-type: none"> Regular contact (including visits to URENCO's sites) Press/news releases Social media 	<ul style="list-style-type: none"> Environmental data Customer deliveries 	<ul style="list-style-type: none"> 100% customer delivery record Regular customer engagement
Employees	<ul style="list-style-type: none"> HUB App and Intranet Employee briefings/All Hands meetings/work councils Employee gatherings and events CEO blog 	<ul style="list-style-type: none"> Strategy questions 	<ul style="list-style-type: none"> 40% of employees volunteered in local community Employee Survey - see page xx Creation of internal news app
Government/ politicians/ regulators	<ul style="list-style-type: none"> One to one meetings Enrichment facility visits 	<ul style="list-style-type: none"> Investment in local areas Regulatory compliance Brexit 	<ul style="list-style-type: none"> Site visits Regular political and regulatory meetings Brexit Working Group
Investors/shareholders/ banks/rating agencies	<ul style="list-style-type: none"> Investor roadshows Shareholder working groups 	<ul style="list-style-type: none"> Market conditions Economic performance 	<ul style="list-style-type: none"> One to one meetings Full Year Results presentation held at URENCO's Head Office
Local communities/ school children/ graduates/apprentices	<ul style="list-style-type: none"> Local liaison dialogue Practical and financial support Richie education programme 	<ul style="list-style-type: none"> Science education Sponsorships and donations URENCO's involvement in the nuclear industry 	<ul style="list-style-type: none"> Regular council and liaison meetings Site tours More than 57,000 students participated in the Richie programme globally
Media/ social media	<ul style="list-style-type: none"> Tours of enrichment facilities Press and news releases 	<ul style="list-style-type: none"> Financial results Potential sale of URENCO 	<ul style="list-style-type: none"> Local press and radio interviews Press/news releases issued on website
NGOs	<ul style="list-style-type: none"> We are members of a number of industry associations (see page xx) 	<ul style="list-style-type: none"> Political landscape Public education Innovation, technology & R&D Opportunities in new markets 	<ul style="list-style-type: none"> Sponsored and exhibited at industry events

2nd Step: Stakeholder Dialogue










Having identified relevant Stakeholder Groups:

- Outline Types of Engagement: Meetings; Visits; Associations; Media
- Key topics raised by Stakeholders to be addressed
- Achievements in the year



3rd Step: Define relevant Core Focus Area's

- Sustainability programme is built around six key areas of focus, i.e. the most relevant topics to the business and stakeholders
- Embed sustainable practices into day-to-day operations, and in guiding overall strategic direction

2017 Sustainability: KPIs			
Focus area	Description	Target	2017 Performance
Health & Safety, Safeguards and Security	Lost Time Injury Rate	<0.19 stretch target: <0.12)	0.11 
Environmental impact	Specific water consumption*	Improvement vs best performing year since 2014 benchmark	-0.5% 
	Specific electricity consumption*	Improvement vs. best performing year since 2014 benchmark	-4% 
	% Recycled conventional material	Year on year comparison	+28% 
Supplier of choice	Missed deliveries	0	0 
	Customer complaints	0	1 
Employee engagement	% Employees who are 'Engaged and/or Committed	>80%	78% 
Community engagement	Science Education (through Richie educational programme)	Physical Workshops: 10,000 reach	9,675 
		Digital Downloads: 40,000 reach	48,307 

* Only enrichment facilities; other contributions negligible

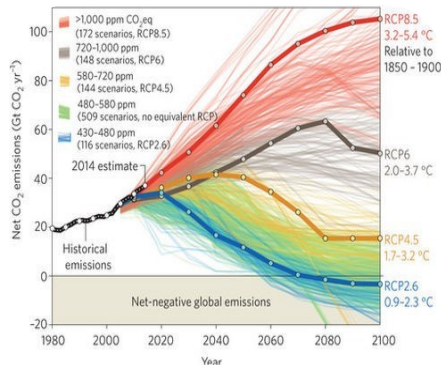


4th Step: Identify Key Performance Indicators for each Focus area

- Quantitative and Qualitative KPI's
- Report internally and use as base for short and long term bonuses
- Developed into reviewing issues affecting the Longer Term Sustainability of the company
- Report Externally in Annual Sustainability Report and Annual Report

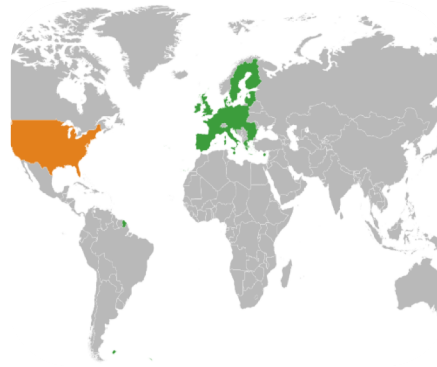
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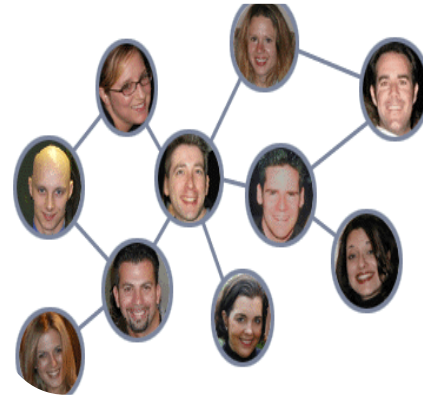
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