


EPITA
ÉCOLE D'INGÉNIEURS EN INFORMATIQUE

*Conference and Workshop*

# BUILD A MEANINGFUL BUSINESS

***Backcast from a vibrant future to fast-track your mission***

# Transition Architecture

**Sustainability**

Living together and maintain our planet habitable and healthy for all of us

E18

**UN Global Goals**

International coalition to leave no one behind

PARRY

**Santé Globale**

Notre bien-être est conditionné par l'équilibre écologique et la résilience environnementale

**1 Fundamentals** — DECARBONISATION
Reduce emissions
Capture historical greenhouse gases

**2 Fundamentals** — REGENERATION
Restore ecosystems, natural cycles and traditional knowledge

**3 Fundamentals** — CIRCULARITY
Embrace virtuous models: reuse, share and prevent waste

**4 Fundamentals** — RESILIENCE
Adapt, mitigate, and ensure long-term stability

**5 Fundamentals** — FRUGALITY
Optimise resources with efficient and ingenious solutions

**6 Fundamentals** — JUSTICE
Equity Fair resource access Protection of vulnerable groups

**1 Drivers** — SOCIETAL
Citizen engagement
Collective intelligence
Diversity & inclusion

**2 Drivers** — COGNITIVE
Education Discernment
Empowerment
Desirable narratives

**3 Drivers** — GOVERNANCE
Global stewardship
Strong governance,
Local leadership

**4 Drivers** — LEGISLATION
Regulation, legislation and fair taxation systems

**5 Drivers** — FINANCIAL
Sustainable finance
Investment flows
Green bonds & ESG

**6 Drivers** — INDUSTRIAL
Industrial processes
Urban systems
Infrastructure

**1 Workstreams** — NATURE
NBS | Nature-based solutions for serene and protective spaces

**2 Workstreams** — FOOD
Regenerative agriculture and food innovation

**3 Workstreams** — ENERGY
Renewable energy, smart grids and carbon capture

**4 Workstreams** — MATERIALS
CleanTech, green chemistry, eco-friendly consumables

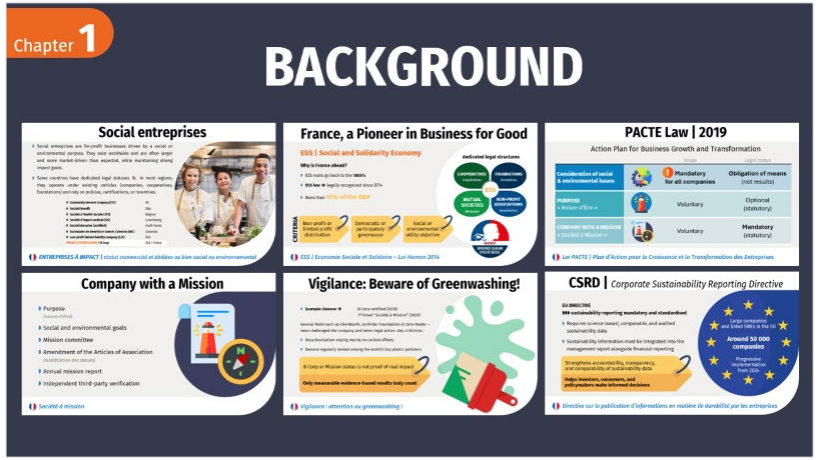
**5 Workstreams** — TERRITORY
Land-use planning, urbanTech, mobility and infrastructure

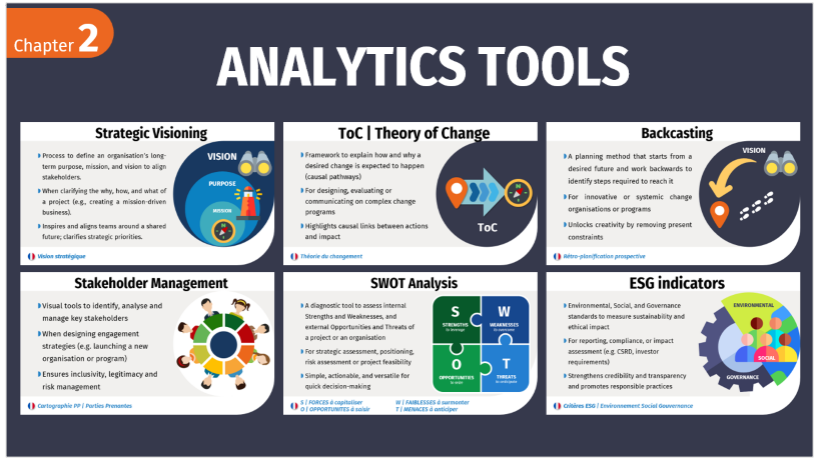
**6 Workstreams** — DIGITAL
Responsible low-tech, biotech and purposeful AI

# CONFERENCE

- 3 chapters






Chapter 1

# BACKGROUND

## Social entreprises

- Social enterprises are for-profit businesses driven by a social or environmental purpose. They exist worldwide and are often larger and more market-driven than expected, while maintaining strong impact goals.
- Some countries have dedicated legal statuses 👇. In most regions, they operate under existing vehicles (companies, cooperatives, foundations) and rely on policies, certifications, or incentives.

| | |
|---|---|
| Community Interest Company (CIC) | UK |
| Società Benefit | Italy |
| Société à Finalité Sociale (SFS) | Belgium |
| Société d'impact sociétal (SIS) | Luxembourg |
| Social Enterprise (certified) | South Korea |
| Sociedades de Beneficio e Interés Colectivo (BIC) | Colombia |
| Low-profit limited liability company (L3C) | USA |
| PRIVATE CERTIFICATION ▸ B Corp | USA / Global |



*ENTREPRISES À IMPACT | statut commercial et dédiées au bien social ou environnemental*

## France, a Pioneer in Business for Good

**ESS | Social and Solidarity Economy**

**Why is France ahead?**

- ESS roots go back to the **1800's**
- **ESS law →** legally recognized since 2014
- More than **10% of the GDP**

CRITERIA

- Non-profit or limited profit distribution
- Democratic or participatory governance
- Social or environmental utility objective

dedicated legal structures

- COOPERATIVES *Coopératives*
- FOUNDATIONS *Fondations*
- ESS
- MUTUAL SOCIETIES *Mutuelles*
- NON-PROFIT ASSOCIATIONS *Associations*

AGRÉMENT ENTREPRISE SOLIDAIRE D'UTILITÉ SOCIALE

*ESS | Economie Sociale et Solidaire – Loi Hamon 2014*

## PACTE Law | 2019

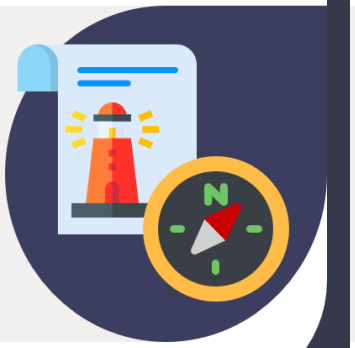
Action Plan for Business Growth and Transformation

| | Scope | Legal status |
|---|---|---|
| **Consideration of social & environmental issues** | **Mandatory for all companies** | **Obligation of means** (not results) |
| **PURPOSE** *« Raison d'Être »* | Voluntary | Optional (statutory) |
| **COMPANY WITH A MISSION** *« Société à Mission »* | Voluntary | **Mandatory** (statutory) |

*Loi PACTE | Plan d'Action pour la Croissance et la Transformation des Entreprises*

## Mission-driven business

- Purpose *(raison-d'être)*
- Social and environmental goals
- Mission committee
- Amendment of the Articles of Association *(modification des statuts)*
- Annual mission report
- Independent third-party verification



*Société à mission*

## Vigilance: Beware of Greenwashing!

- **Example: Danone →** B Corp certified (2018); 1st listed "Société à Mission" (2020)

Several NGOs such as ClientEarth, Surfrider Foundation or Zero Waste — have challenged the company and taken legal action. Key criticisms :

- Decarbonisation relying mainly on carbon offsets
- Danone regularly ranked among the world's top plastic polluters

B Corp or Mission status is not proof of real impact

**Only measurable evidence-based results truly count**



*Vigilance : attention au greenwashing !*

## CSRD | *Corporate Sustainability Reporting Directive*

**EU DIRECTIVE**

**▸▸▸ sustainability reporting mandatory and standardised**

- Requires science-based, comparable, and audited sustainability data
- Sustainability information must be integrated into the management report alongside financial reporting

Strengthens accountability, transparency, and comparability of sustainability data

**Helps investors, consumers, and policymakers make informed decisions**




*Directive sur la publication d'informations en matière de durabilité par les entreprises*

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*Directive sur la publication d'informations en matière de durabilité par les entreprises*

Chapter 2

# ANALYTICS TOOLS

## Strategic Visioning

- Process to define an organisation's strategy and goals
- To clarify the why, how, and what of a business and to set direction and coherence
- Inspires and aligns teams around a shared future and clarifies strategic priorities




*Vision stratégique*

## ToC | Theory of Change

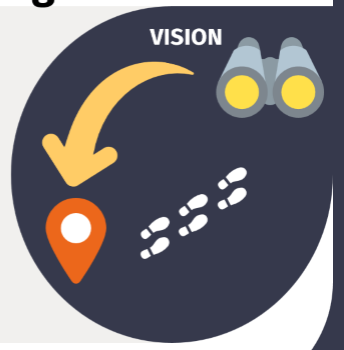
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- Highlights causal links between actions and impact




*Théorie du changement*

## Backcasting

- A planning method that starts from a desired future and work backwards to identify steps required to reach it
- For innovative or systemic change organisations or programs
- Unlocks creativity by removing present constraints




*Rétro-planification prospective*

## Stakeholder Management

- Visual tools to identify, analyse and manage key stakeholders
- When designing engagement strategies (e.g. launching a new organisation or program)
- Ensures inclusivity, legitimacy and risk management



*Cartographie PP | Parties Prenantes*

## SWOT Analysis

- A diagnostic tool to assess internal Strengths and Weaknesses, and external Opportunities and Threats of a project or an organisation
- For strategic assessment, positioning, risk assessment or project feasibility
- Simple, actionable, and versatile for quick decision-making




*S | FORCES à capitaliser*
*O | OPPORTUNITES à saisir*
*W | FAIBLESSES à surmonter*
*T | MENACES à anticiper*

## ESG indicators

- Environmental, Social, and Governance standards to measure sustainability and ethical impact
- For reporting, compliance, or impact assessment (e.g. CSRD, investor requirements)
- Strengthens credibility and transparency and promotes responsible practices




*Critères ESG | Environnement Social Gouvernance*

# Strategic Visioning

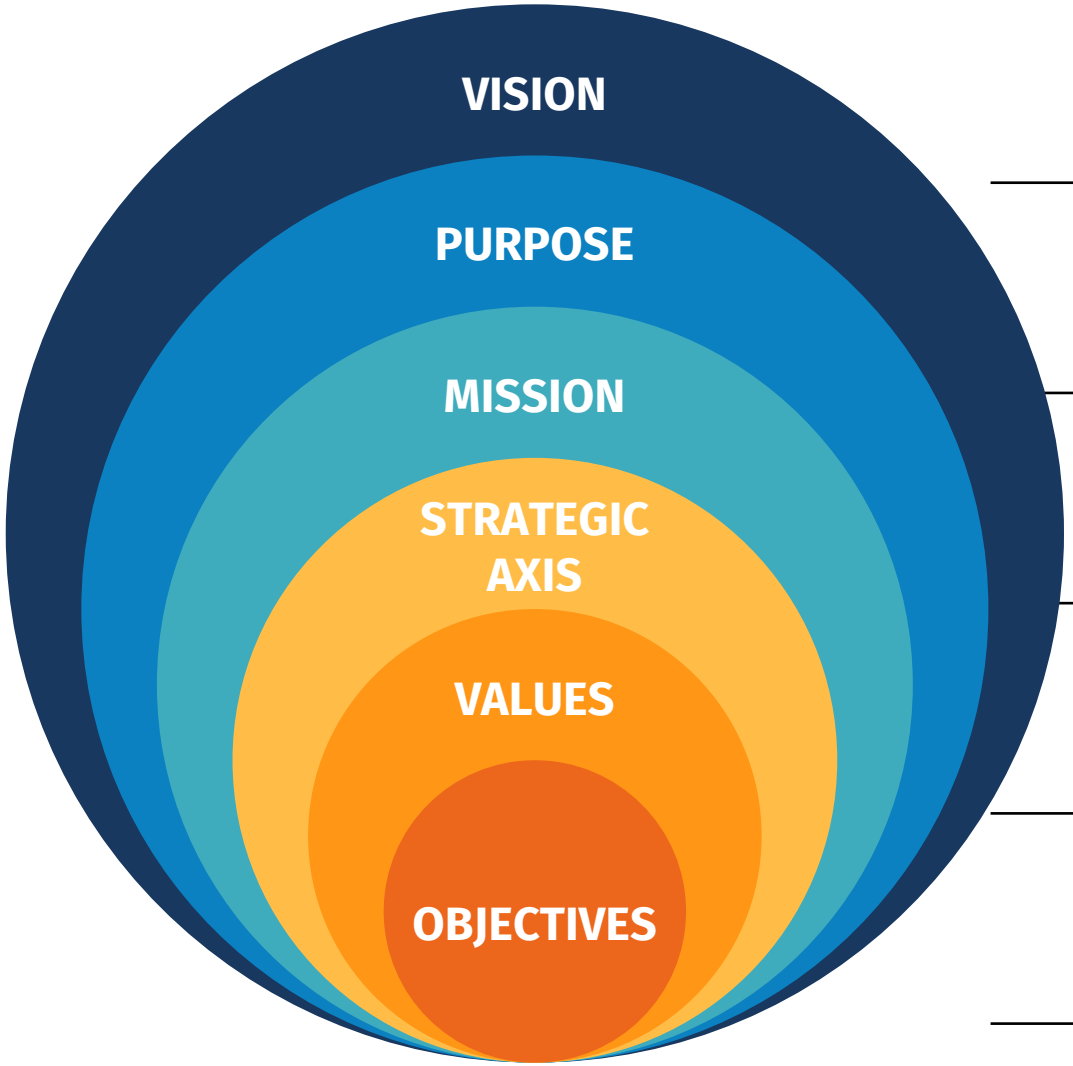
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Vision stratégique

Aspiration

Achievable / tangible



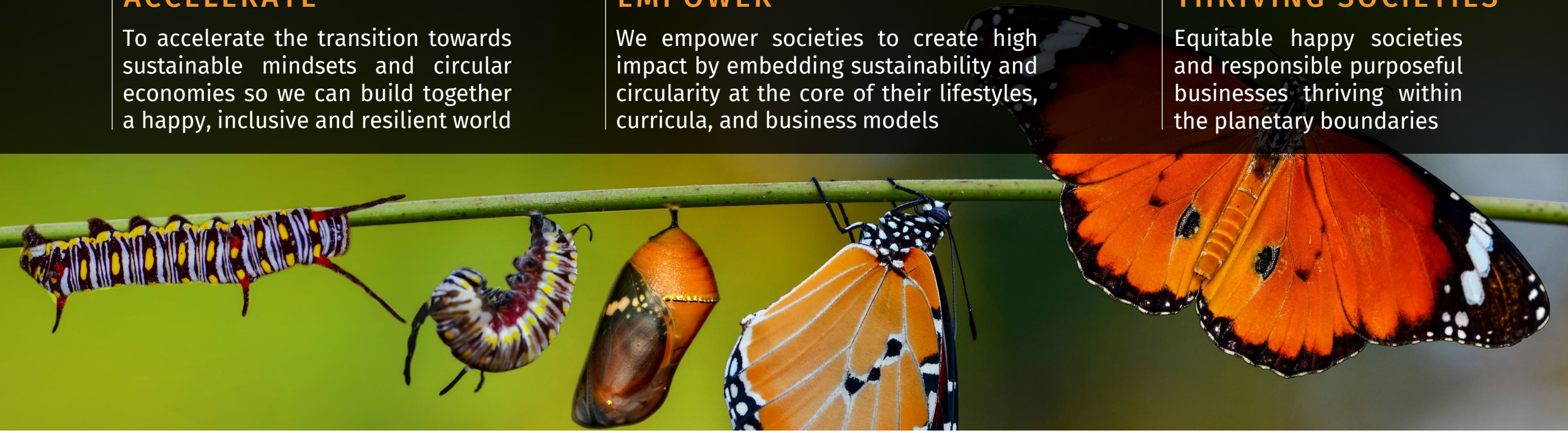

| | | | |
|---|---|---|---|
| **VISION** |  | **What we want** | The long-term aspiration of what the organisation wants to achieve in the world. |
| **PURPOSE** *(raison d'être)* |  | **Why we exist** | The reason an organisation exists, rooted in the critical challenge it seeks to address. |
| **MISSION** |  | **How we do it** | A bold, compelling, audacious, action-driven goal that fulfils the purpose. |
| **STRATEGIC AXES** |  | **How we plan to succeed** | The high-level plan to achieve the vision and purpose. *3 to 5 max* |
| **VALUES** |  | **What we stand for** | Core principles that shape a company's culture, behaviours, and decisions. *3 to 5 max* |
| **OBJECTIVES** |  | **What we aim to achieve** (numbers) | The specific, short-to-medium term goals to execute the strategy. |

# MAINTENANT
## Sustaining Now

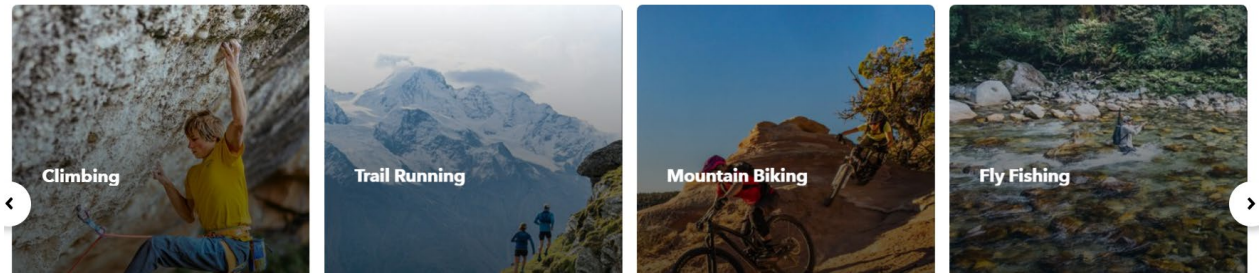
## PURPOSE
### ACCELERATE
To accelerate the transition towards sustainable mindsets and circular economies so we can build together a happy, inclusive and resilient world

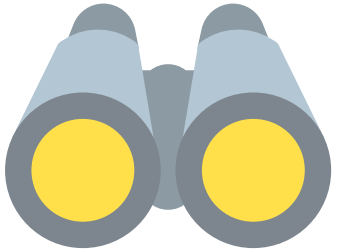
## MISSION
### EMPOWER
We empower societies to create high impact by embedding sustainability and circularity at the core of their lifestyles, curricula, and business models

## VISION
### THRIVING SOCIETIES
Equitable happy societies and responsible purposeful businesses thriving within the planetary boundaries



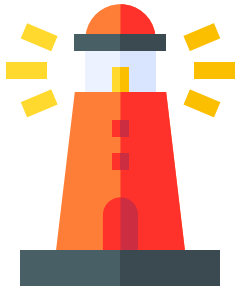
# patagonia



## *VISION*

*A world where business puts the planet first.*



## *PURPOSE*

*We're in business to save our home planet.*




## *MISSION*

*Build the best product, cause no unnecessary harm.*




### Quality

Build the best product, provide the best service and constantly improve everything we do.

### Integrity

Examine our practices openly and honestly, learn from our mistakes and meet our commitments.

### Environmentalism

Protect our home planet.

### Justice

Be just, equitable and antiracist as a company and in our community.

### Not bound by convention

Do it our way. Our success—and much of the fun—lies in developing new ways to do things.



# ORIENTATIONS STRATÉGIQUES

Ces 5 orientations, intrinsèquement interconnectés, constituent une feuille de route pragmatique et transformative, conçue pour relever les défis d'aujourd'hui tout en anticipant ceux de demain.



## TOUS ENSEMBLE

***Bâtir*** *une commune inclusive, diverse et intergénérationnelle*



## TERRES NOURRICIÈRES

***Cultiver*** *et régénérer la biodiversité demain*



## TERRITOIRE RÉSILIENT

***Réinventer*** *les énergies, mobilités et espaces urbains*



## DYNAMIQUE CIRCULAIRE

***Innover*** *pour une prospérité décarbonée et régénérative*



## PILOTAGE COLLABORATIF

***Fédérer*** *pour une gouvernance transverse et audacieuse*

# Notre nouvelle politique RSE

## *Axes stratégiques*



### GOUVERNANCE INCLUSIVE

***Mobiliser*** *audacieusement nos équipes en faveur de la soutenabilité*



### DYNAMIQUE CIRCULAIRE

***Innover*** *pour une prospérité décarbonée et régénérative*



### ANCRAGE COLLECTIF

***S'engager*** *localement avec des partenariats enracinés dans le territoire*

# COMMISSION ENVIRONNEMENT

## Axes Stratégiques 2023-2024

### FORMER AUX ENJEUX

Mettre en place des formations, des ateliers et des conférences pour sensibiliser un large public. Cette démarche fondamentale sera la base permettant de consolider nos autres actions. Elle s'inscrit parfaitement dans le cadre de l'éducation au développement durable (EDD) prônée par l'ONU.

### SOUTENIR LA COMMUNAUTE

Encourager tous les membres de notre communauté à agir en tant que citoyens responsables. Dans cette optique, nous soutiendrons activement les initiatives locales en sponsorisant des projets, en fournissant des financements et en apportant notre aide matérielle et intellectuelle.

### AGIR POUR LA TRANSITION

S'engager activement en mettant en place des initiatives concrètes visant à générer des impacts sociétaux et environnementaux significatifs. Ces initiatives seront ancrées de préférence dans le territoire local, tout en pouvant dépasser ce cadre.

COMMISSION
DÉVELOPPEMENT DURABLE

# NOTRE ESSENCE



## Vision

Ambition

*Où voulons-nous aller ?*

Devenir un modèle d'actions environnementales et sociétales, fédérant les acteurs locaux autour d'initiatives à fort impact.



## Intention

Raison d'être

*Pourquoi existons-nous ?*

Contribuer activement à la transition écologique et sociétale en mobilisant les Clubs Rotary du District 1690 et leurs communautés.



## Mission

Engagement

*Que faisons-nous ?*

Soutenir, structurer et promouvoir des initiatives, innovantes et collaboratives qui répondent aux Objectifs de Développement Durable (ODD).

# NOS PILIERS



## SOUTENIR

*Informer pour mieux agir*



## MOBILISER

*Fédérer pour être plus fort*



## AMPLIFIER

*Innover pour impacter*

# NOS VALEURS

**Proximité** — *Favorise une connexion étroite avec les clubs et la communauté pour renforcer l'engagement local.*

**Efficacité** — *Vise l'optimisation des ressources et des processus pour maximiser l'impact des initiatives.*

**Créativité** — *Encourage l'innovation dans le développement et la mise en œuvre des projets.*

**Optimisme** — *Cultive une attitude positive pour inspirer et motiver les membres et les partenaires.*

**Persévérance** — *Souligne la détermination à surmonter les obstacles et à réaliser des objectifs à long terme.*

# NOS LEVIERS

1. **LEADERSHIP** — *Gouvernance proactive et inclusive reposant sur une vision partagée et la mobilisation des acteurs.*
2. **CULTURE** — *Faire de la durabilité une norme collective en sensibilisant et modifiant les comportements.*
3. **CONNEXIONS** — *Renforcer les liens intergénérationnels, intercommunautaires et avec la nature.*
4. **IMPACT** — *Actions alignées sur des objectifs mesurables durables répondant aux besoins écologiques et sociaux.*
5. **RAYONNEMENT** — *Valoriser les actions pour inspirer, engager et renforcer leur visibilité.*

# ToC | Theory of Change

- Framework to explain how and why a desired change is expected to happen (causal pathways)
- For designing, evaluating or communicating on complex change programs
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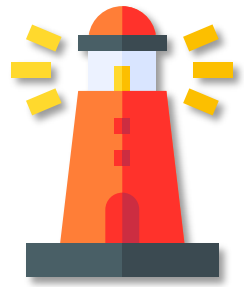


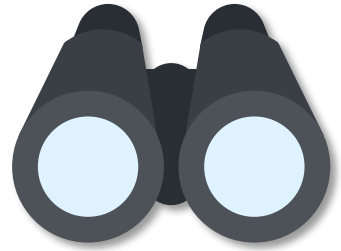

*Théorie du changement*

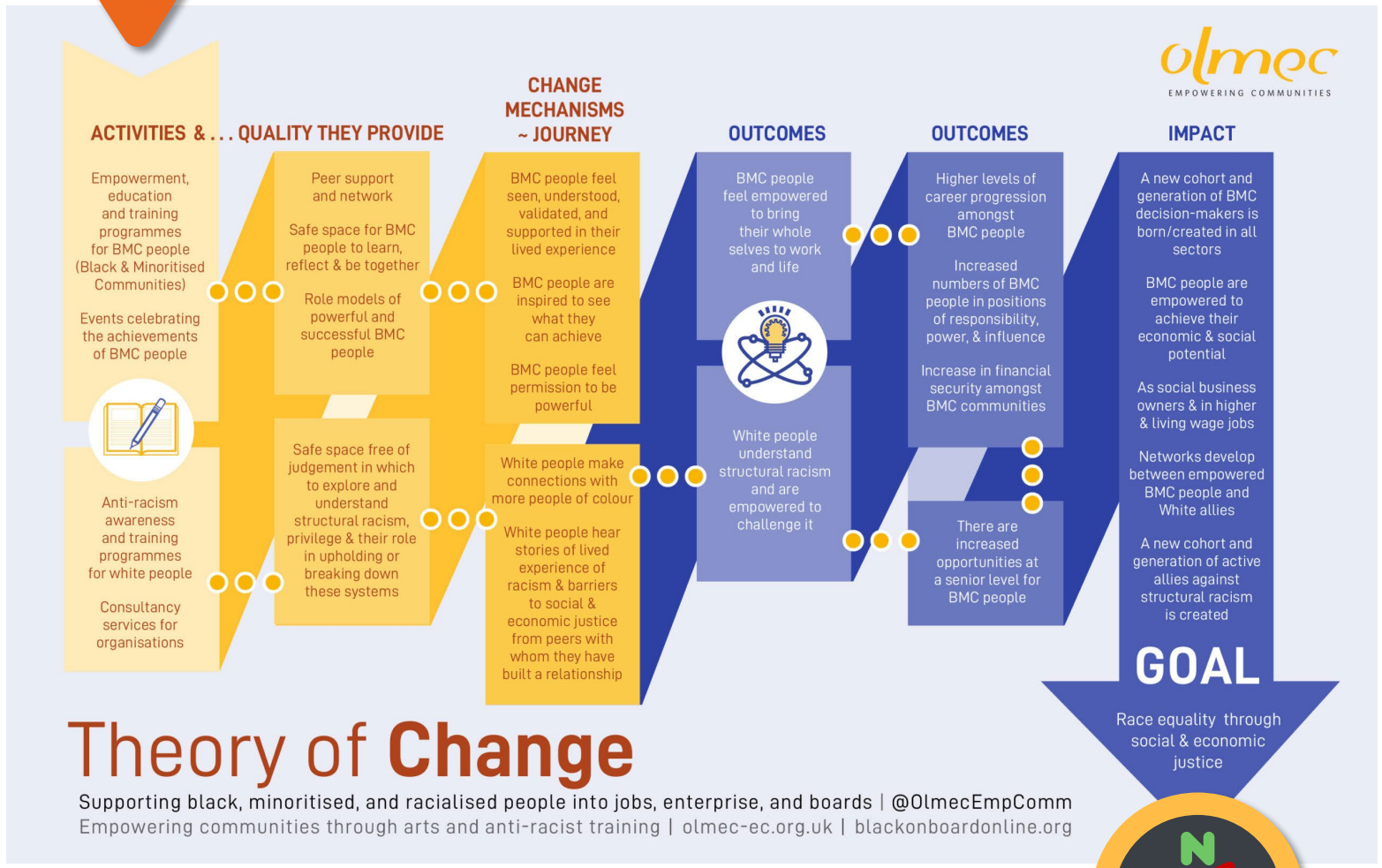
MAINTENANT
Sustaining Now

# ToC | Theory of Change

| Situation | Inputs / Activities | Outputs | | Outcomes / Impact | | |
|---|---|---|---|---|---|---|
| Problems we contribute to solve | Investments | Activities | Beneficiaries | Short | Medium | Long |
| | **People**<br>• SMEs (Teachers, Scientists, Engineers<br>• <br>• <br>**Partners**<br>• Find relevant collaborations<br>• Maintain relationships<br>**Financial**<br>• IT material (Laptops)<br>• Educative material<br>• Printing | • Develop an innovative and compelling educative<br>workshops and engagement campaigns<br>• Offline produce educational STEM games and books<br>• Online create teaching and learning material and applications | • Schools (all staff, pupils<br>• Local communities<br>• General Public<br>• Our partners such as Queen Mary University or The-Studio Hub | Awareness & Interest<br>• Raise awareness on<br>perspective and ddevelop scientific literacy<br>• Arouse children' curiosity and encourage scientific vocations<br>• Enhance current British Primary Curriculum | Desire & Action<br>• Gui ildren and their nal<br>ildren eir<br>co ity<br>• En rage eco gestures change the behaviour of the community towards more responsibility<br>• Inspiring girls for STEM<br>• Offer role models (ambassadors, inspiring people) | Environmental, Social & Financial Impact<br>• Meet target 4.7<br>• Change of social norms in young generations which is key to more sustainable living lifestyle |
| • L ess an on Sus Devel ent<br>• Non-sustainable way of living and consuming<br>• Insufficient knowledge about the UN Global Goals | | | | | | |






olmec
EMPOWERING COMMUNITIES
ACTIVITIES & . . . QUALITY THEY PROVIDE
CHANGE MECHANISMS ~ JOURNEY
OUTCOMES
OUTCOMES
IMPACT
Empowerment, education and training programmes for BMC people (Black & Minoritised Communities)
Events celebrating the achievements of BMC people
Anti-racism awareness and training programmes for white people
Consultancy services for organisations
Peer support and network
Safe space for BMC people to learn, reflect & be together
Role models of powerful and successful BMC people
Safe space free of judgement in which to explore and understand structural racism, privilege & their role in upholding or breaking down these systems
BMC people feel seen, understood, validated, and supported in their lived experience
BMC people are inspired to see what they can achieve
BMC people feel permission to be powerful
White people make connections with more people of colour
White people hear stories of lived experience of racism & barriers to social & economic justice from peers with whom they have built a relationship
BMC people feel empowered to bring their whole selves to work and life
White people understand structural racism and are empowered to challenge it
Higher levels of career progression amongst BMC people
Increased numbers of BMC people in positions of responsibility, power, & influence
Increase in financial security amongst BMC communities
There are increased opportunities at a senior level for BMC people
A new cohort and generation of BMC decision-makers is born/created in all sectors
BMC people are empowered to achieve their economic & social potential
As social business owners & in higher & living wage jobs
Networks develop between empowered BMC people and White allies
A new cohort and generation of active allies against structural racism is created
GOAL
Race equality through social & economic justice
Theory of Change
Supporting black, minoritised, and racialised people into jobs, enterprise, and boards | @OlmecEmpComm
Empowering communities through arts and anti-racist training | olmec-ec.org.uk | blackonboardonline.org

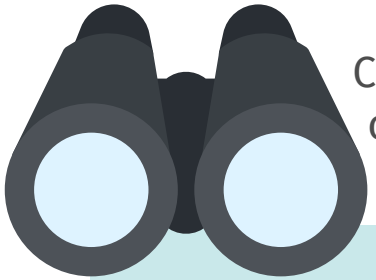
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*Rétro-planification prospective*

# Backcasting



Compelling vision of what we want to achieve






Current situation





VISION

LEAVE NO ONE BEHIND!

**HAPPY**
**HEALTHY**
**RESILIENT**
**WORLD**

IMPACT

**CULTURAL**
**SOCIAL**
**CHANGE**

Habitus of Sustainability

DISRUPTOR

**ENVIRONMENTAL CAPITAL**

- Knowledge
- Exposure
- Actions

STRATEGY

**ESDGC**
**SDG 4.7**

CURRENT STATE



# Stakeholder Management

- Visual tools to identify, analyse and manage key stakeholders
- When designing engagement strategies (e.g. launching a new organisation or program)
- Ensures inclusivity, legitimacy and risk management



*Cartographie PP | Parties Prenantes*

# 1

# IDENTIFY & CLASSIFY STAKEHOLDERS

*PP | Parties Prenantes*



# Analyse des PP – Parties Prenantes

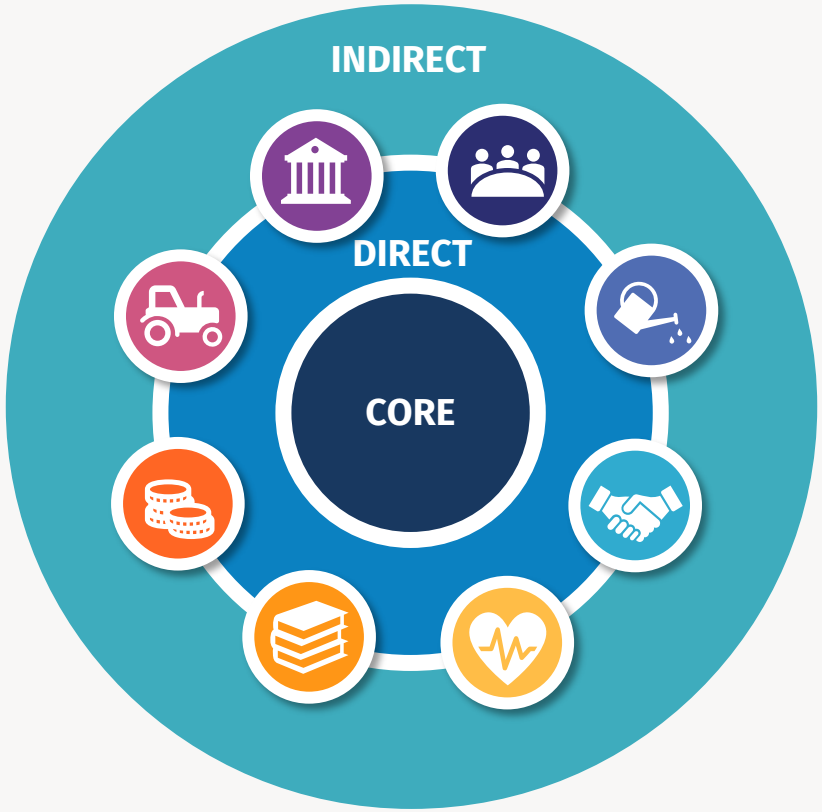
**Une réponse proactive aux besoins des PP | Parties Prenantes** en anticipant et répondant à leurs besoins, notre organisation renforce sa compétitivité tout en bâtissant un modèle d'affaires résilient et responsable, où la performance économique, sociale et environnementale s'alimente et se renforce mutuellement.

| *Catégorie* | *PP* | *Rôle / Activité* | *Besoins* | *Enjeux* | *Implication RSE* |
|---|---|---|---|---|---|
| **Interne** | **Employés et collaborateurs** | Exécution des services, gestion, innovation. | Formation continue, bonnes conditions de travail. | Fidélisation, satisfaction, productivité. | Formation, bien-être, performance RSE. |
| | **Actionnaires** | Investissement, influence sur la stratégie. | Rentabilité, retour sur investissement. | Rendement financier, stratégie à long terme. | Alignement avec les objectifs RSE. |
| | **Investisseurs** | Apport de fonds, support stratégique. | Rentabilité, performance des projets. | Gestion des risques, retour sur investissement. | Contribution à la durabilité financière. |
| | **Direction** | Définition de la stratégie, prise de décisions. | Gouvernance, leadership stratégique. | Alignement RSE, compétitivité. | Leadership RSE et vision à long terme. |
| | **Filiales et franchises** | Diversification et extension des offres spécialisées. | Coordination, synergie avec la maison mère. | Expansion, cohérence RSE. | Pratiques durables et cohérentes. |
| **Périphérique** | **Fournisseurs et prestataires** | Fourniture de produits et services. | Fiabilité des livraisons, standards RSE. | Partenariats durables, impact environnemental. | Collaboration écoresponsable. |
| | **Clients** | Consommation de services et produits. | Qualité, personnalisation, durabilité. | Satisfaction client, fidélisation. | Demande pour des solutions durables. |
| | **Partenaires** | Collaboration sur des projets. | Confiance, collaboration stratégique. | Réussite des projets, synergie. | Partenariats pour des projets RSE. |
| **Externe** | **Communauté locale** | Interaction avec l'environnement immédiat. | Engagement social, soutien. | Acceptation sociale, impact local. | Actions sociales et environnementales. |
| | **Régulateurs et autorités locales** | Élaboration de réglementations et normes. | Conformité, respect des normes. | Risques légaux, adaptation aux lois. | Conformité légale, respect de la durabilité. |
| | **Médias et presse** | Diffusion d'informations, gestion de l'image publique. | Transparence, partage des initiatives. | Réputation de l'entreprise. | Communication transparente et responsable. |
| | **ONG et associations** | Collaboration pour des causes sociales/environnementales. | Financement, soutiens sociaux et environnementaux. | Réalisation des objectifs RSE. | Impact positif, partenariats solidaires. |
| | **Labels et certifications** | Attribution de labels de qualité, certifications. | Validation des bonnes pratiques durables. | Réputation, crédibilité de l'entreprise. | Crédibilité et visibilité sur le marché. |
| | **Banques et institutions financières** | Fourniture de financement pour projets. | Rentabilité des investissements. | Risques financiers, viabilité des projets. | Soutien à des projets durables et viables. |

# 1

## STAKEHOLDER MAPPING

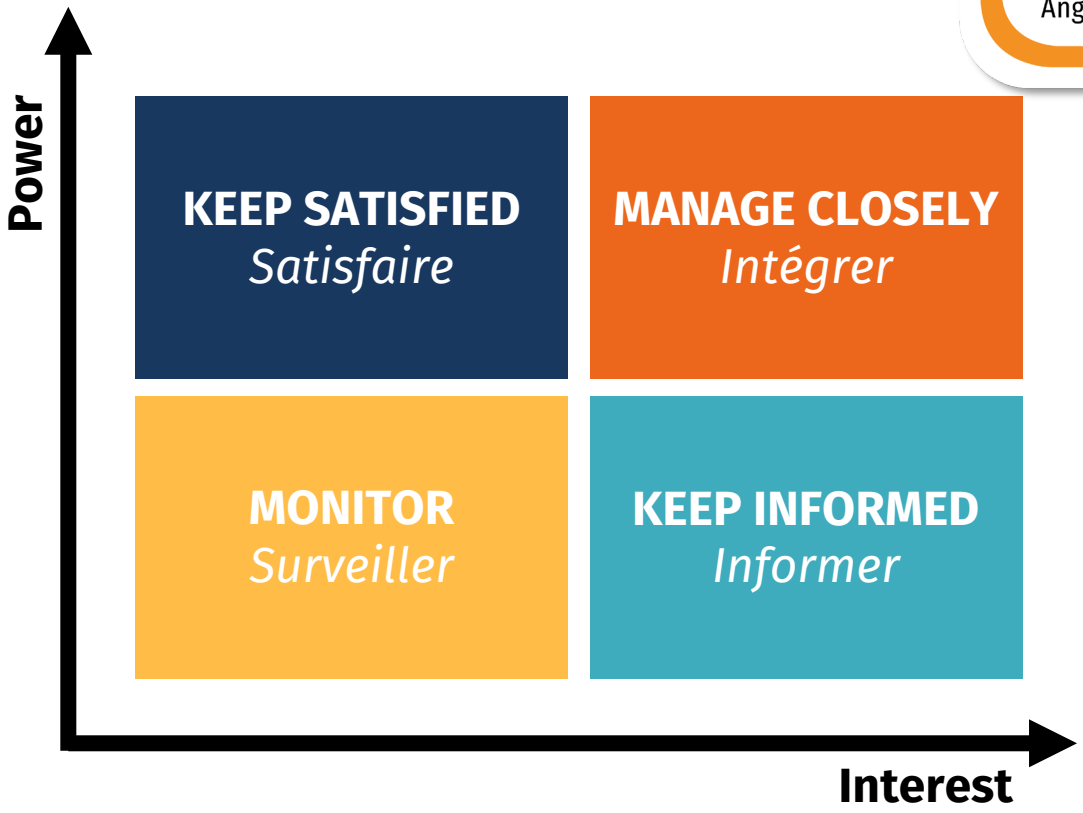
Who they are + what they need




# 2

## ENGAGEMENT MATRIX

How we work with them




LES PARTIES PRENANTES

Angélique LECANU

# SWOT Analysis

- A diagnostic tool to assess internal Strengths and Weaknesses, and external Opportunities and Threats of a project or an organisation
- For strategic assessment, positioning, risk assessment or project feasibility
- Simple, actionable, and versatile for quick decision-making




*S | FORCES à capitaliser*
*O | OPPORTUNITES à saisir*

*W | FAIBLESSES à surmonter*
*T | MENACES à anticiper*

# ANALYSE SWOT

Interne
Actuel

Externe
Potentiel

Positive

Négative

## S | FORCES A CAPITALISER

| | |
|---|---|
| **Tissu socio-économique dynamique** | Activités économiques diversifiées, faible taux de chômage et forte implication associative et engagement local. |
| **Position stratégique** | Proximité immédiate de Brest, combinant cadre naturel attractif et accès facilité aux services urbains. |
| **Richesse écologique** | Espaces naturels et agricoles préservés, offrant un potentiel pour des projets de biodiversité et d'agriculture durable. |

## W | FAIBLESSES A REDUIRE

| | |
|---|---|
| **Réduction des surfaces agricoles** | Urbanisation progressive entraînant une perte et fragmentation des espaces naturels et agricoles. |
| **Dépendance à la voiture individuelle** | Insuffisance des infrastructures de mobilité douce tel que pistes cyclables et transports collectifs. |
| **Financements limités** | Ressources financières insuffisantes pour certains projets ambitieux et concurrence territoriale. |

## O | OPPORTUNITES A SAISIR

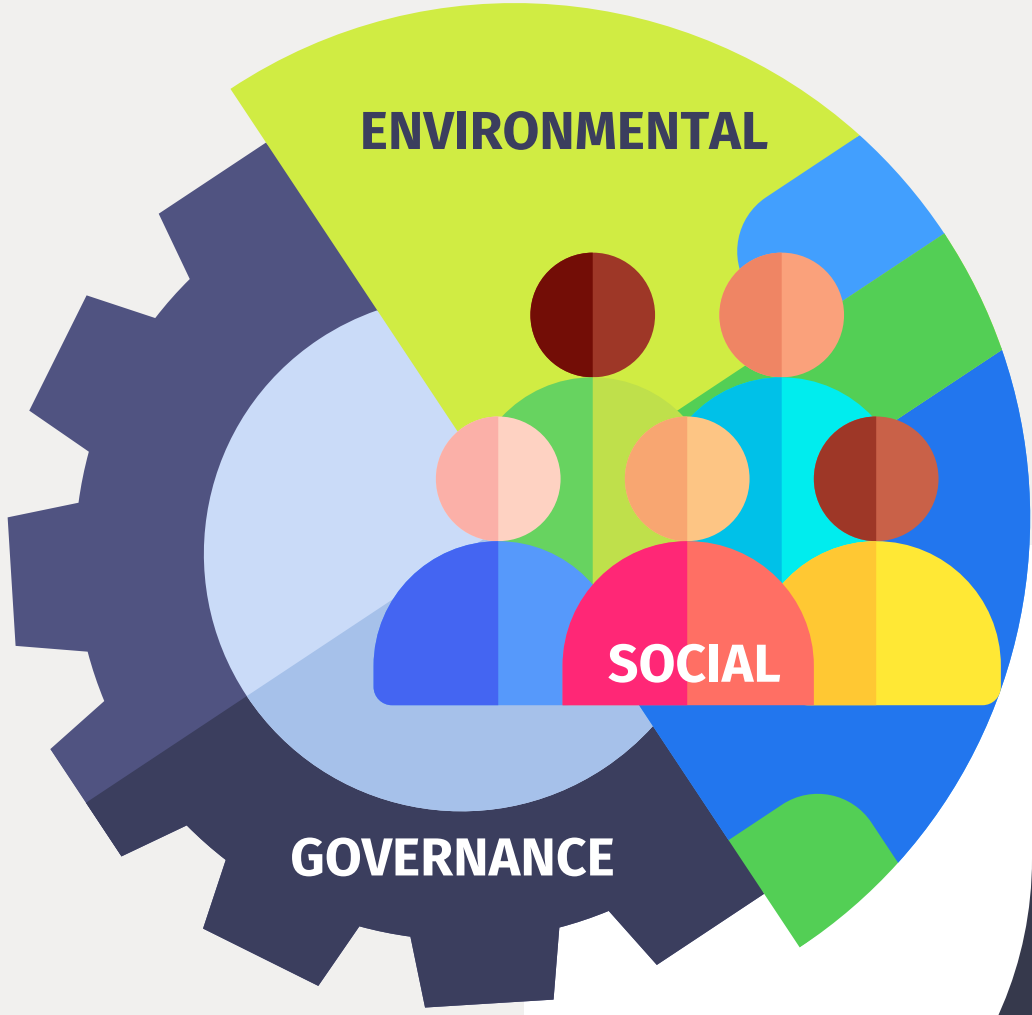
| | |
|---|---|
| **Économie circulaire et locale** | Promotion des circuits courts, des produits éthiques y compris alimentaire, des initiatives de recyclage et des collaborations entre entreprises pour une économie résiliente. |
| **Développement des énergies renouvelables** | Géothermie, photovoltaïques et autres solutions pour renforcer l'autonomie énergétique. |
| **Renforcement des mobilités douces** | Création de pistes cyclables, chemins piétons sécurisés et amélioration des connexions durables avec Brest. |

## T | MENACES A ANTICIPER

| | |
|---|---|
| **Risque de devenir un « village-dortoir »** | Désertification économique et sociale si l'attractivité pour les actifs et familles n'est pas renforcée. |
| **Vieillissement de la population** | Pression accrue sur les services publics (santé, transports adaptés) et besoin de renouveler le tissu intergénérationnel. |
| **Aléas climatiques** | Intensification des épisodes météorologiques extrêmes, déclin de la biodiversité locale et dégradation des écosystèmes naturels. |

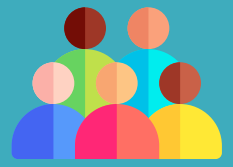
# ESG indicators

- Environmental, Social, and Governance standards to measure sustainability and ethical impact
- For reporting, compliance, or impact assessment (e.g. CSRD, investor requirements)
- Strengthens credibility and transparency and promotes responsible practices




Critères ESG / *Environnement Social Gouvernance*

# ESG Non-Financial Criteria

| | *Criteria examples* |
|---|---|
| Environment<br>E  | ◗ Climate change (mitigation & adaptation)<br>◗ Pollution (air, water, soil)<br>◗ Water & marine resources<br>◗ Biodiversity & ecosystems<br>◗ Resource use & circular economy (materials, waste, energy efficiency) |
| Social<br>S  | ◗ **Own workforce:** working conditions, labour standards, health & safety, training & development, diversity & inclusion, human capital management<br>◗ **Workers:** human rights, labour practices, supply chain due diligence<br>◗ **Communities:** community impact, social dialogue, rights of local communities<br>◗ **Consumers:** product responsibility, customer safety, fairness, accessibility |
| Gouvernance<br>G  | ◗ Governance structure & oversight<br>◗ Business ethics & corporate culture<br>◗ Anti corruption & bribery<br>◗ Compliance & integrity<br>◗ Stakeholder engagement<br>◗ Executive remuneration<br>◗ Board diversity<br>◗ Risk management & internal controls<br>◗ Responsible business conduct (incl. tax conduct and transparency) |

- There are multiple global ESG standards, such as :
  - **GRI** (Global Reporting Initiative)
  - **ISSB** (International Sustainability Standards Board)
  - **TCFD** (Task Force on Climate-related Financial Disclosures)
- They are all increasingly aligned with the EU's CSRD, which is setting the benchmark for sustainability disclosure.



Chapter 3

# YOUR TURN !

## MISSION-DRIVEN BUSINESS

Story-telling / narrative

### 1 Strategic Visioning

- ☐ Company
- ☐ Tag line
- ☐ SDG

BACKCASTING

- ☐ Situation (problems)

- ☐ VISION
- ☐ PURPOSE *(raison d'être)*
- ☐ MISSION
- ☐ STRATEGIC AXIS
- ☐ VALUES

### 2 Mission Report

*Criteria examples*

| | |
|---|---|
| Environment (E) | Climate change (mitigation & adaptation)<br>Pollution (air, water, soil)<br>Water & marine resources<br>Biodiversity & ecosystems<br>Resource use & circular economy (materials, waste, energy efficiency) |
| Social (S) | **Own workforce:** working conditions, labour standards, health & safety, training & development, diversity & inclusion, human capital management<br>**Workers:** human rights, labour practices, supply chain due diligence<br>**Communities:** community impact, social dialogue, rights of local communities<br>**Consumers:** product responsibility, customer safety, fairness, accessibility |
| Gouvernance (G) | Governance structure & oversight<br>Business ethics & corporate culture<br>Anti corruption & bribery<br>Compliance & integrity<br>Stakeholder engagement<br>Executive remuneration<br>Board diversity<br>Risk management & internal controls<br>Responsible business conduct (incl. tax conduct and transparency) |

### Domain

- *Keep previous one*
- *EdTech*
- *CleanTech*
- *FoodTech*
- *UrbanTech*

Product Solution

OPTIONAL

PP

S W O T

# MISSION-DRIVEN BUSINESS

**Story-telling / narrative**

## 1 Strategic Visioning

- ☐ Company
- ☐ Tag line
- ☐ SDG

BACKCASTING

- ☐ Situation (problems)

- ☐ **VISION**
- ☐ **PURPOSE** *(raison d'être)*
- ☐ **MISSION**
- ☐ **STRATEGIC AXIS**
- ☐ **VALUES**

## 2 Mission Report

*Criteria examples*

| | |
|---|---|
| **Environment** | ◗ Climate change (mitigation & adaptation)<br>◗ Pollution (air, water, soil)<br>◗ Water & marine resources<br>◗ Biodiversity & ecosystems<br>◗ Resource use & circular economy (materials, waste, energy efficiency) |
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| **Gouvernance** | ◗ Governance structure & oversight<br>◗ Business ethics & corporate culture<br>◗ Anti corruption & bribery<br>◗ Compliance & integrity<br>◗ Stakeholder engagement<br>◗ Executive remuneration<br>◗ Board diversity<br>◗ Risk management & internal controls<br>◗ Responsible business conduct (incl. tax conduct and transparency) |

## Domain

- *Keep previous one*
- *EdTech*
- *CleanTech*
- *FoodTech*
- *UrbanTech*

Product Solution

OPTIONAL

PP

S W O T

# SDG | UN 17 Global Goals




*ODD | Objectifs de Développement Durable*

# MISSION-DRIVEN BUSINESS

Story-telling / narrative

## ❶ Strategic Visioning

Company

Tagline

SDG

BACKCASTING

PROBLEM

VISION

PURPOSE
*(raison d'être)*

MISSION

STRATEGIC AXES

AXIS 1

AXIS 2

AXIS 3

VALUES

VALUE 1

VALUE 2

VALUE 3

## ❷ Mission Report

### Non-Financial Criteria

E
Environnement

Criteria E 1

Criteria E 2

S
Social

Criteria S 1

Criteria S 2

G
Governance

Criteria G 1

Criteria G 2

# 3 Impact investors

Each company receives **5 tickets of 10 k€** to invest in other companies.

## PROCESS

After each company presentation:

- Each investing company must ask **at least 1 question** related to the strategic vision or ESG criteria.
- Then, decide whether to invest and how much.

## RULES

✅ No internal investment

✅ All tickets must be spent

✅ Invest at least in 2 companies

✅ Leftover tickets – After all presentations, remaining tickets can:

- Go to the last presenting company, **OR**
- Be given to previously presented companies **only if you've already invested in them.**




**Make strategic choices based on impact, vision, and potential**

**Amell AMATINO |** info@soutenabilite.org

SOUTENABILITÉ.org
Promouvoir, Inspirer & Accélérer

🐾 *No animals were harmed during the making of this presentation.*

🎤 *Questions? Feedback? Musings?*

*The floor is yours.*

