

Output 7 of the ALTEF-Project

Competence development in the workplace The „Agile Learning“ - Approach

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Learning Cards on Sustainability in Project Management (Learning units for self directed learning)

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Sustainable Development Goals

Work Load

- 30-45 minutes of initial reading time
- Total work load including case, feedback, adjustments, additional reading materials
→ 10 hours
- 1 LC = .33 ECTS

Trigger

- You want to learn about the Sustainable Development Goals.
- You need to connect the goal of your project to the Sustainable Development Goals.

Outcome

- Participant understands what the Sustainable Development Goals are and can connect a project to these goals..

Content

- As the concerns about mankind's impact on nature and planet Earth developed in the 70s and 80s of last century, the United Nations took initiative and provided a platform for discussion on the sustainability of mankind and the planet. The aim of the so-called 'Earth Summits' is bring together experts and world leaders, in order to identify and discuss humanity's most pressing challenges. Based on the consensus that arises from these discussions, the UN than develops a plan of action in order to guide the world towards a more sustainable future.
- Every couple of years the UN plan for the future of mankind is updated. The current 'agenda for the world' is formulated as an agenda of 17 development goals: The Sustainable Development Goals (SDGs).



- You can read more about the SDGs on the official website:
<https://sustainabledevelopment.un.org/?menu=1300>
- The SDGs form a good framework for companies and organizations relate their societal contribution to. For example companies such as Unilever
<https://www.unilever.com/sustainable-living/our-strategy/un-sustainable->

[development-goals/](#)), Maersk (<https://www.maersk.com/about/sustainability/our-sustainability-strategy>) and DSM (<https://www.dsm.com/corporate/sustainability/dsm-and-the-sdgs.html>) explicitly refer to the SDGs in their corporate and sustainability strategies, and there are many more that follow this example. The SDGs therefore really have developed into the 'agenda of the world'.

- With the SDGs finding their way into the corporate strategies of leading organizations, they gain relevance for projects and project managers. After all, projects are instrumental to realizing organizational strategies.

Transfer Task

- Review the strategy of your organisation. To which of the SDGs does your organisation contribute? And to which SDGs does it do harm?

Case Study

Assessment

- Assessment Criteria
 - No assessment.

Stakeholder Orientation

Work Load

- 30-45 minutes of initial reading time
- Total work load including case, feedback, adjustments, additional reading materials
→ 10 hours
- 1 LC = .33 ECTS

Trigger

- You want to understand the main concepts of sustainability.

Outcome

- Participant understands what the main concepts of sustainability are.
- Participants understand the concept of Stakeholder orientation.

Content

- Sustainability basically means “being able to continue over a period of time” (Cambridge Advanced Learner’s Dictionary). In the context of society, this implies that the extraction of Earth’s natural resources should not exceed the rate at which they are renewed by nature. The LC about humanity’s footprint on nature explained that at this moment in time we are not living in a sustainable situation. It is estimated that mankind is using up 1,6 to 1,7 times nature’s capacity to recover itself every year, which will inevitably lead to more scarce natural resources.
- Initially, sustainability was positioned primarily as an environmental concept, but in the 1990s, its scope broadened as the social perspective was considered equally important to the sustainable development of humanity. Sustainability requires a balance or harmony between economic, social and environmental aspects (See the LC about the Triple Bottom Line).
- The broadening of the concept of sustainable development created a link between sustainable development and (Corporate) Social Responsibility (CSR). (C)SR is defined by the International Organization for Standardization (ISO) 26000 as the *“responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that: contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; is integrated throughout the organization and practiced in its relationships.”* (International Organization for Standardization, 2010).
- A central element in the Social Responsibility of organizations is the consideration of interests and expectations of stakeholders. In the LC about working with stakeholders, we defined stakeholders, in the context of projects, as *“Person, group or organization that has interests in, or can affect, be affected by, or perceive itself to*

be affected by, any aspect of the project". Stakeholders of organizations can be defined in a similar way: Person, group or organization that has interests in, or can affect, be affected by, or perceive itself to be affected by, any aspect of the organization.

- The idea that organizations should consider the interests and expectations of their stakeholders is based on Stakeholder Theory by R.Edward Freeman. And although this consideration of interests sounds very ethical and responsible, Stakeholder Theory is not about companies being 'nice'. No, Stakeholder Theory is about the conditions under which companies can be successful. If a company only considers the interests of its owners, the *shareholders*, and tries to realize these interests, mainly oriented to maximizing profits and shareholder value, at the expense of the interests of its workers, suppliers, customers, society and other stakeholders, it will in the longer run not be successful. Stakeholder Theory states that a company can only sustain its success if it satisfies the interests of a wider group of stakeholders and not only its shareholders, In that sense, Stakeholder Theory is a reaction to the shareholder value thinking of the second half of last century.
- Find a compact explanation of Stakeholder Theory by R.Edward Freeman here: <https://www.youtube.com/watch?v=bIRUaLcvPe8>



- Stakeholder Theory has influenced many ideas and frameworks of governance of organizations. It is also reflected in the ISO 21505 standard on the Governance of Projects, Programmes and Portfolios (<https://www.iso.org/standard/63578.html>) and therefore relevant to project management.

Transfer Task

- Wat are the main stakeholders for the company or organization you work in? How does the company or organization engage with these stakeholders in order to understand their interests?

Case Study

Assessment

- Assessment Criteria
 - No assessment.

Sustainable Project Management

Work Load

- 30-45 minutes of initial reading time
- Total work load including case, feedback, adjustments, additional reading materials
→ 10 hours
- 1 LC = .33 ECTS

Trigger

- You want to understand the concept of sustainable project management.
- You want to understand how the sustainability strategy of your organization influences the management of projects.

Outcome

- Participant understands what the impact of sustainability on project management.

Content

- As more and more organisations are integrating sustainability targets and ambitions in their strategy, the need for change of business resources, products, processes, assets and competencies is increasing. Just think about the tremendous changes that the automotive industry is going through in these years.
Project play an important role in realizing change within organizations. Renowned sustainability speaker Ray Anderson said on the role of project managers in sustainability “making it happen”. (See an interview with the late Ray Anderson on this role here: <https://www.youtube.com/watch?v=bnUbuginMGE&t=26s>)



- Project managers are the ‘change agents’ that make the sustainability strategies of organizations happen.
But sustainability also changes project management. The relationship between sustainability and project management is addressed in a growing number of studies and publications. From these studies it appears that the relationship between sustainability and project management can be interpreted in two ways:

- “Sustainability by the project”: the sustainability of the deliverable or result that the project realizes;
- “Sustainability of the project”: the sustainability of the delivery and management processes of the project.

The first interpretation, a *sustainable project*, is well studied and addressed, for example in relationship to eco-design and for the construction of ‘green’ buildings. The second interpretation, *sustainable project management*, is less established, but one of the most important global project management trends today.

- Sustainability Project Management (SPM) is defined as: *“the planning, monitoring and controlling of project delivery and support processes, with consideration of the environmental, economic and social aspects of the life-cycle of the project’s resources, processes, deliverables and effects, aimed at realising benefits for stakeholders, and performed in a transparent, fair and ethical way that includes proactive stakeholder participation.”* (Silvius and Schipper, 2014).

In this definition, the main concepts of sustainability: Triple Bottom Line, Life Cycle Orientation, Stakeholder Orientation and Responsibility/Accountability/Transparency, that are discussed in their respective LCs, are integrated as considerations into the “planning, monitoring and controlling of project delivery and support processes”.

- The consideration of these sustainability concepts in has implications for many aspects of project management. For example:
 - Recognition of the context of the project

A starting point for all aspects of a project and its management is the recognition of the context of the project. Integrating the dimensions of sustainability in project management, inevitably implies a broader consideration of the context.
 - Identification of stakeholders

The concepts of sustainability increase the number of stakeholders of the project and bring new perspectives to the project. Typical ‘sustainability stakeholders’ may be environmental protection pressure groups, human rights groups, non-governmental organisations, etc.
 - Project specifications / requirements / deliverables / quality criteria

Integrating the principles of sustainability will influence the specifications and requirements of the project’s deliverable or output, and the criteria for the quality of the project. For example the inclusion of environmental or social aspects in the project’s objective and intended output and outcome.
 - Business case / costs / benefits

The influence of the principles of sustainability on the project content, will need to be reflected also in the project justification. The identification of costs, benefits and the business case of the project may need to be expanded to include also non-financial factors that refer to for example social or environmental aspects.
 - Criteria of project success

The perception of project success develops over time. Where on the short term, success may be about realizing the project on time and on budget, the medium to longer term perspective may be more on the quality and usability of the project's deliverable and effects. Given the life-cycle orientation that sustainability implies, it can be concluded that the success in projects should also be assessed on criteria that refer to the use of the project's deliverable and the development of future capabilities of the organisation, next to the traditional 'iron triangle' or project efficiency.

Next to this life-cycle perspective of success, integrating sustainability into project management also implies that the criteria of project success refer to all benefits: economic, social and environmental.

- Selection and organisation of project team
Another area of impact of sustainability is the project organisation and management of the project team. Especially the social aspects of sustainability, such as equal opportunity and personal development, can be put to practice in the management of the project team, but also aspects such as commuting distance and work-life balance may be considered in organisation and management of the team.
- Project sequencing and schedule
Also in project planning, scheduling and sequencing there are opportunities to consider sustainability. For example offsite fabrication of parts of the deliverable, rather than onsite. Or Modular construction versus stick-built. This provides possible sustainability advantages of less waste, reduced delivery costs, better use of resources, opportunities to increase labour skills, opportunities for job creation in poorer locations, economies of mass production, etc.
- Materials and waste
An obvious impact area for sustainability in project management is the selection of materials used in the project. Logical considerations should address the use of hazardous substances, pollution and energy use, both in the production process as in the use in the project and remaining life cycle. An important sustainability principle regarding the materials used is therefore the application of a life cycle perspective. This implies considering not only the materials' price/quality relationship and sustainability impact for use in the project's deliverable, but also the impact of their production supply chain and aspects such as reusability and recyclability at the decommission stage of the project's deliverable.
- Procurement
Not just the materials used, but also the processes concerned with procurement and selection of suppliers provide a logical opportunity to integrate considerations of sustainability. For example appreciating the sustainability performance of potential suppliers in supplier selection, but also in fighting bribery and non-ethical behaviour in procurement, both by participants in the project and host organisations and by potential suppliers and authorities.
- Risk identification and management

With the inclusion of the concepts of sustainability in project management, the assessment of potential risks will need to evolve. Logically in the identification of risks, also environmental and social risks are to be considered. And, following the life cycle approach, these risks need to be assessed for the project's resources, processes, deliverables and effects, and taking a precautionary approach.

- Stakeholder involvement
Several authors emphasise the importance of stakeholder participation in projects. This principle logically impacts the stakeholder management and the communication processes in project management. However, the intention behind 'participation' goes beyond the process of stakeholder management and communication. Stakeholder participation isn't so much a specific process, as it is an attitude with which all project management processes are performed
- Project communication
Following the principle of transparency and accountability, incorporating sustainability into project management processes and practices would imply proactive and open communication about the project, that would also cover social and environmental effects, both short-term and long-term.
- Project handover
The success of this hand-over and the acceptance of the project result are important aspects of a project's sustainability. Failed or non-accepted projects can hardly be considered sustainable, given the waste of resources, materials and energy they represent.
- Organisational learning
A final area of impact of sustainability is the degree to which the organisation learns from the project. Sustainability also suggests minimising waste. Organisations should therefore learn from their projects in order to not 'waste' energy, resources and materials on their mistakes in projects.

Transfer Task

- Review your project through the lens of the concepts of sustainability. Does this provide new insights on the different aspects of the project?

Case Study

Assessment

- Assessment Criteria
 - No assessment.

Triple Bottom Line

Work Load

- 30-45 minutes of initial reading time
- Total work load including case, feedback, adjustments, additional reading materials
→ 10 hours
- 1 LC = .33 ECTS

Trigger

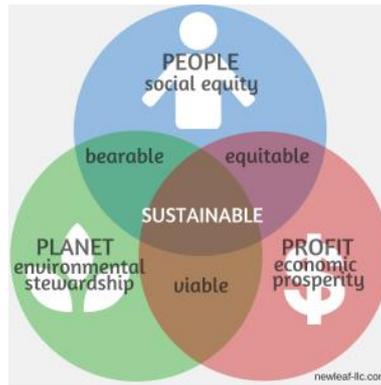
- You want to understand the main concepts of sustainability.

Outcome

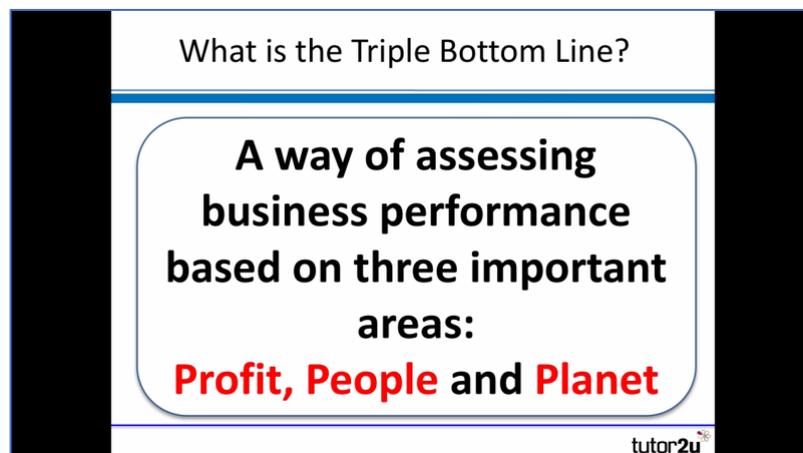
- Participant understands what the main concepts of sustainability are.
- Participants understand the concept of the Triple Bottom Line.

Content

- Sustainability basically means “being able to continue over a period of time” (Cambridge Advanced Learner’s Dictionary). In the context of society, this implies that the extraction of Earth’s natural resources should not exceed the rate at which they are renewed by nature. The LC about humanity’s footprint on nature explained that at this moment in time we are not living in a sustainable situation. It is estimated that mankind is using up 1,6 to 1,7 times nature’s capacity to recover itself every year, which will inevitably lead to more scarce natural resources.
- In 1972 the ‘Club of Rome’ published the report ‘Limits to Growth’ in which it predicted that the growth of population and economy will result in overshooting Earth’s capacity. This fuelled a public debate about the sustainability of economic development that led to the UN World Commission on Development and Environment, in 1983. In their final report, this commission defined sustainable development as “*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*” (World Commission on Environment and Development, 1987).
- Initially, sustainability was positioned primarily as an environmental concept, but in the 1990s, its scope broadened as the social perspective was considered equally important to the sustainable development of humanity. This multi-perspective view was popularized by John Elkington in the concept of the ‘Triple Bottom Line’ (Elkington, 1994) or as it is sometimes called, the People-Profit-Planet concept.



- The Triple Bottom Line (TBL) is in its core an accounting framework that incorporates three perspectives on performance and development: social, environmental and economic. As such it is the foundation for many sets of sustainable development indicators that aim to measure, communicate or evaluate an organization’s sustainability performance. The TBL helped in operationalizing the concept of sustainability, however, this operationalization also introduced the risk that the different perspectives are each considered in isolation and their interrelations overseen. Sustainability is about the balance or harmony between economic, social and environmental aspects.
- An instructional video on the Triple Bottom Line can be found on youtube: <https://www.youtube.com/watch?v=x9WvCJ3oOL0>



Transfer Task

- Review the strategy of your organisation. Does your organization have goals on each of the TBL perspectives?

Case Study

Assessment

- Assessment Criteria
 - No assessment.

The footprint of humanity

Work Load

- 30-45 minutes of initial reading time
- Total work load including case, feedback, adjustments, additional reading materials
→ 10 hours
- 1 LC = .33 ECTS

Trigger

- You want to understand more about sustainability and the forces that drive the problems.

Outcome

- Participant understands what factors create the environmental footprint of humanity.

Content

- Humanity's footprint on nature and the planet can be expressed in the 'IPAT' formula. This conceptual formula proposes that the Impact (I) of mankind on planet earth is the product of the world's **population** (P), times the consumption/**affluence** of every person (A), times the footprint of the **technology** to produce the goods and services we consume (T). So, the formula suggests that $I = P \times A \times T$.
- The IPAT formula gives us an understanding how humanity's impact on the planet develops, by understanding how the underlying variables develop.
The world's **Population** is growing towards 8 billion people (https://population.io/?utm_source=google&utm_medium=search&utm_campaign=population&campaignid=1695828135&adgroupid=64502612525&adid=329422103477&gclid=CjwKCAjwqZPrBRBnEiwAmNJsNq9Lqflq1WHrbB0e1_Xf3pmyQBzRgDf4x80u3gMDBQ0EMrbwbBfoKRoCoGQQA vD_BwE). More people are populating the globe than ever before. And world population is not stopping at 8 billion. It is projected that in 2050 a total of 9 billion people will live on earth, with India and China as the most populated countries.
The **Affluence** (consumption) in the Western world is more or less stable. Although consumption is also the motor of economic growth and therefore stimulated by governmental policies. In fact, when economy is not growing we tend to call it a crisis. Outside of the Western world, the largest countries in terms of population (China and India) are also amongst the fastest growing economies of the world. On average therefore, affluence is also growing.
The **Technology** with which most of the products are produced is often characterised as the Take-Make-Waste economic model, or the linear economy model. In this model, natural resources are extracted from the planet in order to produce products that are used for a decreasing amount of time and scrapped afterwards. 'Digging up the Earth to produce waste' as it was summarized by the late Ray Anderson, a former CEO (https://www.youtube.com/watch?v=iP9QF_IBOyA&t=297s).

With the underlying variables P (population) and A (affluence) growing and the dominant take-make-waste T (technological) model, it is inevitable that humanity's footprint is growing. We are using up more natural resources than the natural recovery rate of these resources. Most clearly is this visible in the use of oil. Earth 'produces' a mere handful of barrels of oil per year, where we are extracting millions of barrels of oil per year. It is therefore not strange that it is projected that all known natural oil reserves will be exhausted before the end of the century.

But scarcity of oil is not the only problem we are facing. It is estimated that mankind is using up 1,6 to 1,7 times nature's capacity to recover itself every year, which will inevitably lead to more scarce natural resources.

(<https://www.footprintnetwork.org/2019/04/24/humanitys-ecological-footprint-contracted-between-2014-and-2016/>). And with a projected world population of 9 billion in 2050, this ration is expected to grow to 2,7 times the earth's annual recovery capacity.

- The depletion of natural resources is one of the key concerns about sustainability, but not the only one. The production of the food and products we use, their use and disposal comes with emission of CO₂ in the atmosphere. CO₂ is one of the main causes of global warming, which is the other huge challenge we face.
- The IPAT formula makes us clear that something needs to change and that the change should be sought in the underlying PAT variables.
Changing the world population growth might be a good idea, however this is difficult to organize without undesired social effects and definitely not a short term solution. The solution should come from the combination of A and T: Our patterns of production and consumption. We should transform the linear take-make-waste model of producing and consuming products to a 'circular' model in which used products function as sources of raw materials for new products. This transition is called the (transition to a) circular economy.
You will probably think that the circular economy sounds like recycling and that is understandable. However, the circular economy entails much more than recycling. And it all starts with designing products in such a way that the ingredients can be won back after its useful life.
- The transition to a circular economy has huge implications for companies as they need to transform their products and production processes. For some companies this transition may be quite challenging, but for others it may bring new opportunities. However the transition may work out for the company that you work in, it will definitely give reason to many projects, as projects are a logical way to organize innovation and change within organizations.
- The earlier mentioned video by Ray Anderson sums up most of the concepts discussed above and the challenge Ray gave his company Interface when he realized what was going on. We can recommend this TED talk as it is quite inspiring: (https://www.youtube.com/watch?v=iP9QF_IBOyA&t=297s) .



Transfer Task

- Review the strategy and business processes of your organisation. Is there any circularity recognizable? What does the transition to a circular and more sustainable economy mean for your organization?

Case Study

Assessment

- Assessment Criteria
 - No assessment.

Life Cycle Assessment

Work Load

- 30-45 minutes of initial reading time
- Total work load including case, feedback, adjustments, additional reading materials
→ 10 hours
- 1 LC = .33 ECTS

Trigger

- You want to understand the main concepts of sustainability.

Outcome

- Participant understands what the main concepts of sustainability are.
- Participants understand the concept of Life Cycle Orientation and Life Cycle Assessment.

Content

- Sustainability basically means “being able to continue over a period of time” (Cambridge Advanced Learner’s Dictionary). In the context of society, this implies that the extraction of Earth’s natural resources should not exceed the rate at which they are renewed by nature. The LC about humanity’s footprint on nature explained that at this moment in time we are not living in a sustainable situation. It is estimated that mankind is using up 1,6 to 1,7 times nature’s capacity to recover itself every year, which will inevitably lead to more scarce natural resources.
- Sustainability requires a balance or harmony between economic, social and environmental aspects (See the LC about the Triple Bottom Line). And as the social and environmental impacts of human actions may not be visible or noticeable in the short-term, sustainability also requires a balance between both short and long term and therefore a Life Cycle Orientation.
- Life Cycle Orientation refers to considering the impacts a product throughout its entire life cycle: from its earliest inception (the birth of the product, often referred to as *cradle*) to its end of life and scrapping (the *grave*). Analysing these impacts is done in a Life Cycle Assessment (LCA). The following video explains the LCA:
<https://www.youtube.com/watch?v=r0ucT1KRiO4>



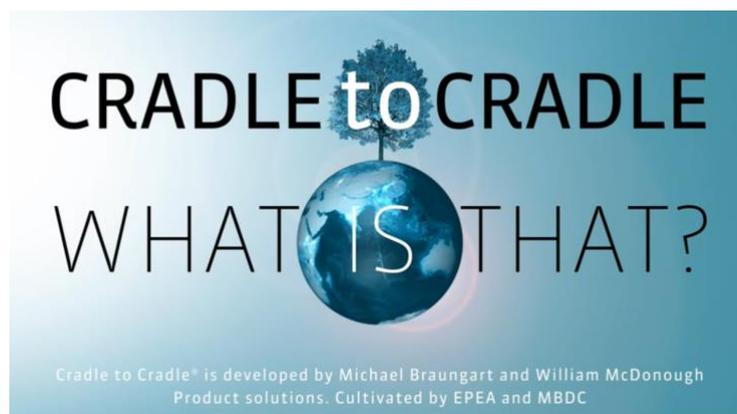
- LCAs are performed by many companies to understand the impacts of their products, especially the environmental impacts. Examples of this are: Gore-Tex (<https://www.youtube.com/watch?v=iD-m6qBij8Q&t=249s>), Toyota (<https://www.youtube.com/watch?v=dLGsKWhSgNQ>) and Beiersdorf (<https://www.youtube.com/watch?v=6RNnzfUHWY8>).

These examples make clear that also a substantial part of a product's impact is in the use of the product by customers and consumers. That is why many companies, in their efforts to become more sustainable, also developed campaigns to change the behavior of the customer during the use of the product.

- A concept that takes the idea of Life Cycle Orientation even further is the Cradle-to-Cradle (C2C) concept. Where an LCA considers a product's life cycle from 'cradle' to 'grave', considers the C2C concept the life cycle from the cradle of a project to the next cradle of the product that the wasted product feeds in to.

An instructional video on this C2C concepts can be found on youtube:

<https://www.youtube.com/watch?v=QMsF1P-vWc>



Transfer Task

- Is LCA applied in your organisation as an instrument to review (environmental) impacts?

Case Study

Assessment

- Assessment Criteria
 - No assessment.

Responsibility / Accountability / Transparency

Work Load

- 30-45 minutes of initial reading time
- Total work load including case, feedback, adjustments, additional reading materials
→ 10 hours
- 1 LC = .33 ECTS

Trigger

- You want to understand the main concepts of sustainability.

Outcome

- Participant understands what the main concepts of sustainability are.
- Participants understand the concept of Responsibility, Accountability and Transparency.

Content

- Sustainability basically means “being able to continue over a period of time” (Cambridge Advanced Learner’s Dictionary). In the context of society, this implies that the extraction of Earth’s natural resources should not exceed the rate at which they are renewed by nature. The LC about humanity’s footprint on nature explained that at this moment in time we are not living in a sustainable situation. It is estimated that mankind is using up 1,6 to 1,7 times nature’s capacity to recover itself every year, which will inevitably lead to more scarce natural resources.
- Initially, sustainability was positioned primarily as an environmental concept, but in the 1990s, its scope broadened as the social perspective was considered equally important to the sustainable development of humanity. Sustainability requires a balance or harmony between economic, social and environmental aspects (See the LC about the Triple Bottom Line).
- The broadening of the concept of sustainable development created a link between sustainable development and (Corporate) Social Responsibility (CSR). (C)SR is defined by the International Organization for Standardization (ISO) 26000 as the *“responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that: contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; is integrated throughout the organization and practiced in its relationships.”* (International Organization for Standardization, 2010).
- Next to the stakeholder orientation (see the LC about stakeholder orientation), this definition also highlights the responsibility or accountability that an organization has

for the societal impact of its decisions and actions, and the transparency and ethicality of its behaviour.

- One way of being transparent about the societal impact of an organization is to provide a periodic report. This CSR or sustainability report may be integrated into the financially oriented prescribed annual report of an organization, or it may be a separate report. And although sustainability reporting is not prescribed as a legal requirement, many companies proactively and voluntarily report on their societal impact.
- Good examples of sustainability reporting can be found with Unilever (<https://www.unilever.com/sustainable-living/our-approach-to-reporting/reports-and-publications-archive/>), McDonalds (<https://corporate.mcdonalds.com/corpmcd/scale-for-good/esg-reporting.html>) and many other organizations.
- Many sustainability reports are based on the Triple Bottom Line perspectives and the Sustainable Development Goals (see the respective LCs for more information on these). In order to make sustainability reporting more transparent, the Global Reporting Initiative (GRI) (<https://www.globalreporting.org/Pages/default.aspx>) develops standards on how different variables and criteria can be measured and on the reporting process. You can find a short introduction of the GRI standards here: <https://www.youtube.com/watch?v=6LkrhaIWIMc>.



Adhering to the GRI standards is voluntarily, but is considered a best practice in sustainability reporting.

Transfer Task

- Does your organisation has any form of sustainability reporting? If yes, is this reporting compliant with any standard?

Case Study

Assessment

- Assessment Criteria
 - No assessment.