

Πως η Βιώσιμη Ανάπτυξη συμβάλλει στην ανάδειξη του ρόλου και στον μετασχηματισμό του τμήματος διαχείρισης Ανθρώπινου Δυναμικού: Καλές πρακτικές από τις επιχειρήσεις

Αγλαΐα Ντίλη,
Managing Director, Sustainability Knowledge Group

About Sustainability Knowledge Group





- Awarded the Global CSR & Sustainability Leadership Award for her contributions as practitioner, trainer, coach and advisor
- Recognised as one of the “Top 20 Most Successful Women Leaders of 2022” by The Corporate Magazine
- Founder of **CSR Coaching**, and uses coaching methodologies in facilitating training
- Founder and elected Board Member of the **SBC GREECE**, the national representative body of the World Green Business Council (WBBC)
- Chair of the UAE and Cyprus local Chapters of the International Society of Sustainability Professionals (ISSP), the only professional body for Sustainable Professionals in the UAE and Cyprus.
- Co-founder of the CIIM-**Centre for ESG**, focusing on ESG integration
- Over 18 years of local and international experience in sustainability consulting and training



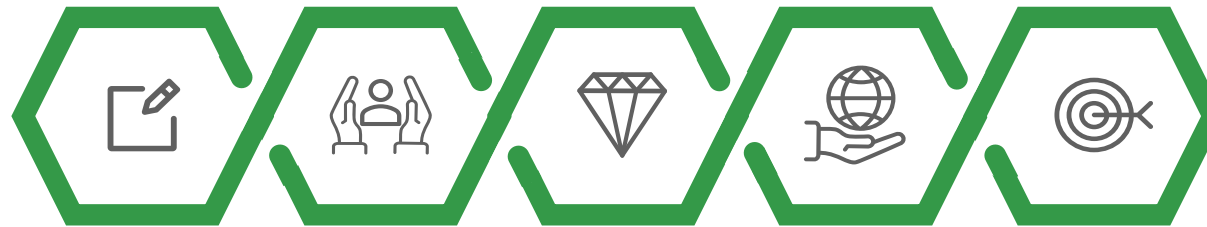
Our Vision is

to make Sustainable Business a Choice for companies and organizations around the world.

Sustainability Knowledge Group is a global Sustainability, ESG and CSR advisory firm dedicated in creating value through strategic advisory and training solutions, coaching and meetups.

We work together with organizations to develop, measure, manage and report effective Sustainability strategies and programs. Our bespoke solutions address social, environmental and governance challenges, bring tangible results and create positive impact.

The fundamentals of how we conduct business



Accountability

Empathy

Integrity

Reliability

Professionalism

Consulting Service Lines

- Sustainability Reporting
- Sustainability Strategy
- Stakeholders & Social Impact
- Environmental Impact
- Communication & Recognition

Sustainability Training

- Internationally Certified ILM & CPD training courses



International Society of Sustainability Professionals (ISSP) UAE and Cyprus Chapters

- Open meetings
- Networking
- Resources & Research
- Partnerships & Advocacy

CSR Coaching

- Coaching for Sustainability Professionals
- Sustainability Residential & Retreat

Our clients include*

- Banking
- Food & Retail
- Logistics
- Oil & Gas
- Construction
- Retail
- Consulting
- Concessionaire
- Education
- Healthcare
- FMCG
- Facility Management
- Local Authorities
- NGOs
- Telecommunications

* *sample clientele*



Have Trusted us for Training and Consultancy Assignments

Banking/Financial Investment funds

Groups & International Conglomerates

Concessionaire PPP

Food, Agriculture & Retail

Energy

Hospitality

Have Trusted us for Training and Consultancy Assignments

Telecoms	Consultancies	International Agencies & Non Profits	Utilities	Learning Institutions	Real Estate	
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Why Sustainability Knowledge Group

Why Sustainability Knowledge Group:

1. Unique useful resources developed by us with the client in mind
2. Dedicated exclusively to sustainability services with extensive experience in the delivery of Sustainability Reporting projects!
3. ILM & CPD Standards Office Internationally approved training courses
4. Europe and Middle East presence and operations with projects in Europe, Middle East, USA and Africa
5. Exclusive provider of the “Advanced Chief Sustainability (CSO) Professional” training
6. AA1000 Licensed Assurance Provider
7. GRI Community Member
8. Global course advisor for The Philanthropy University
9. Founder of the Sustainability MeetUp, now part of the International Society of Sustainability Professionals (ISSP) as UAE Local Chapter & Cyprus Local Chapter.
10. Developed the 1st Sustainability Report under the new Saudi Sustainability Reporting Standards

Certifications, Official Partnerships and Credentials



1 The Current Landscape





“

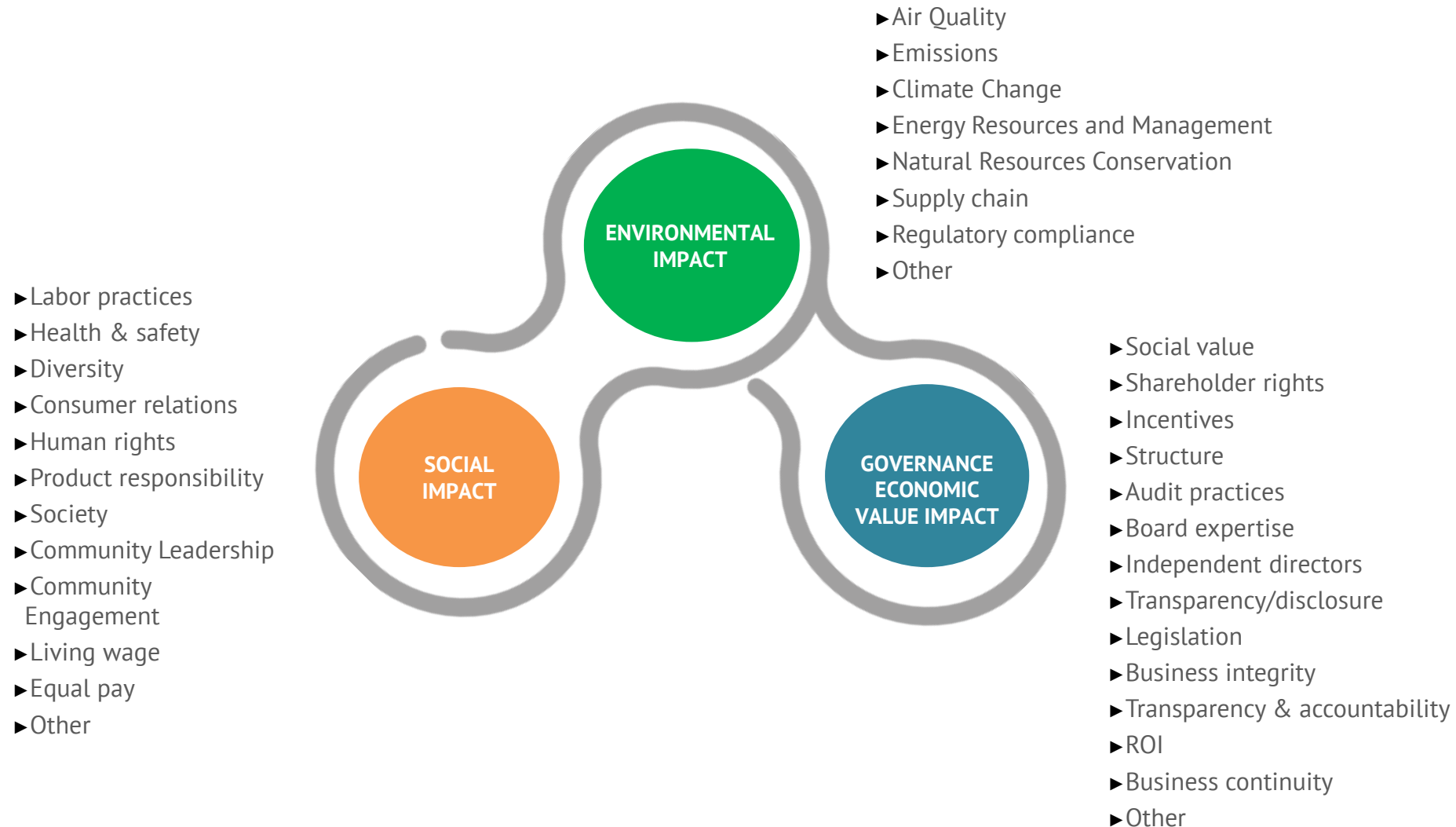
Man is the answer to whatever
the question is

”

André Breton

About Sustainability

Sustainability is a balancing act through which organizational decisions take into account the simultaneous impact on three aspects: Governance and Economic Value- Society-Environment.



The pandemic syndrome

The pandemic has exacerbated existing economic insecurity, social inequalities, having a considerable impact upon the way we work and operate

Zero tolerance towards irresponsible organisations

Organisations that keep acting irresponsibly especially regarding human rights, employee rights and the environment have been named and shamed by a generation of “zero tolerance” youngsters

Societies and citizens push for action on global challenges

Demand for greater transparency, fairness, justice, responsibility, tackling of climate change and environmental degradation, inclusion and diversity at all levels (#Agenda 2030, #SDGs #MeToo, Black Lives Matter, Gender Equality etc)

Search for new growth sources

As sustainability becomes the norm, economies, investors and financial institutions look for new sectors (green economy, renewables etc), products, services and solutions (bonds) that will form the economic model of the future (i.e. transition to a net zero economy) with reduced environmental and social risk

Governments & Regulators respond by drafting stricter regulations and laws

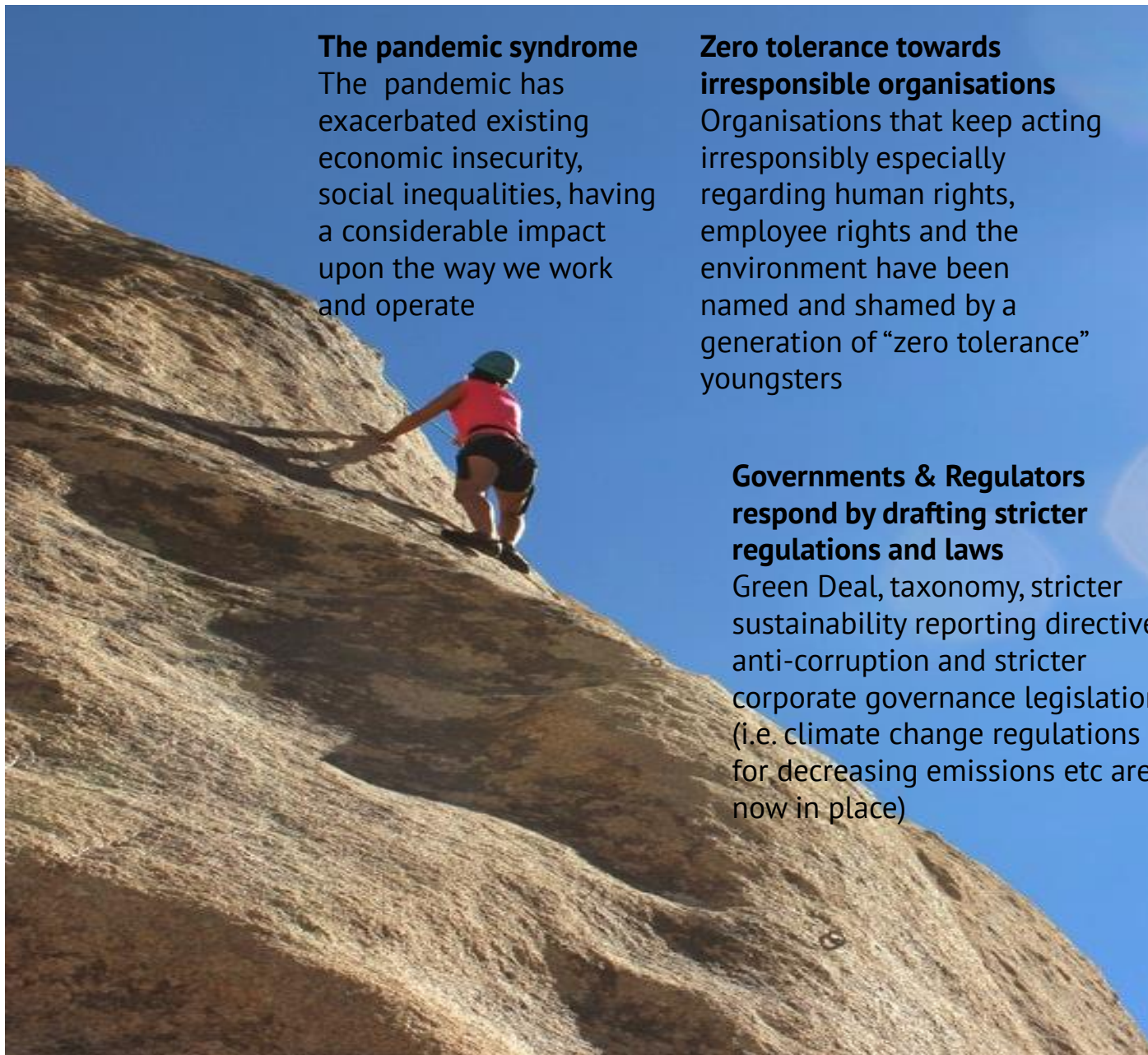
Green Deal, taxonomy, stricter sustainability reporting directives, anti-corruption and stricter corporate governance legislation, (i.e. climate change regulations for decreasing emissions etc are now in place)

New investor's focus

Investors pursue profit but take into account global challenges and all the risk involved (including regulatory pressures) and are willing to invest in cleaner, responsible and sustainable companies. Emphasis on rating agencies.

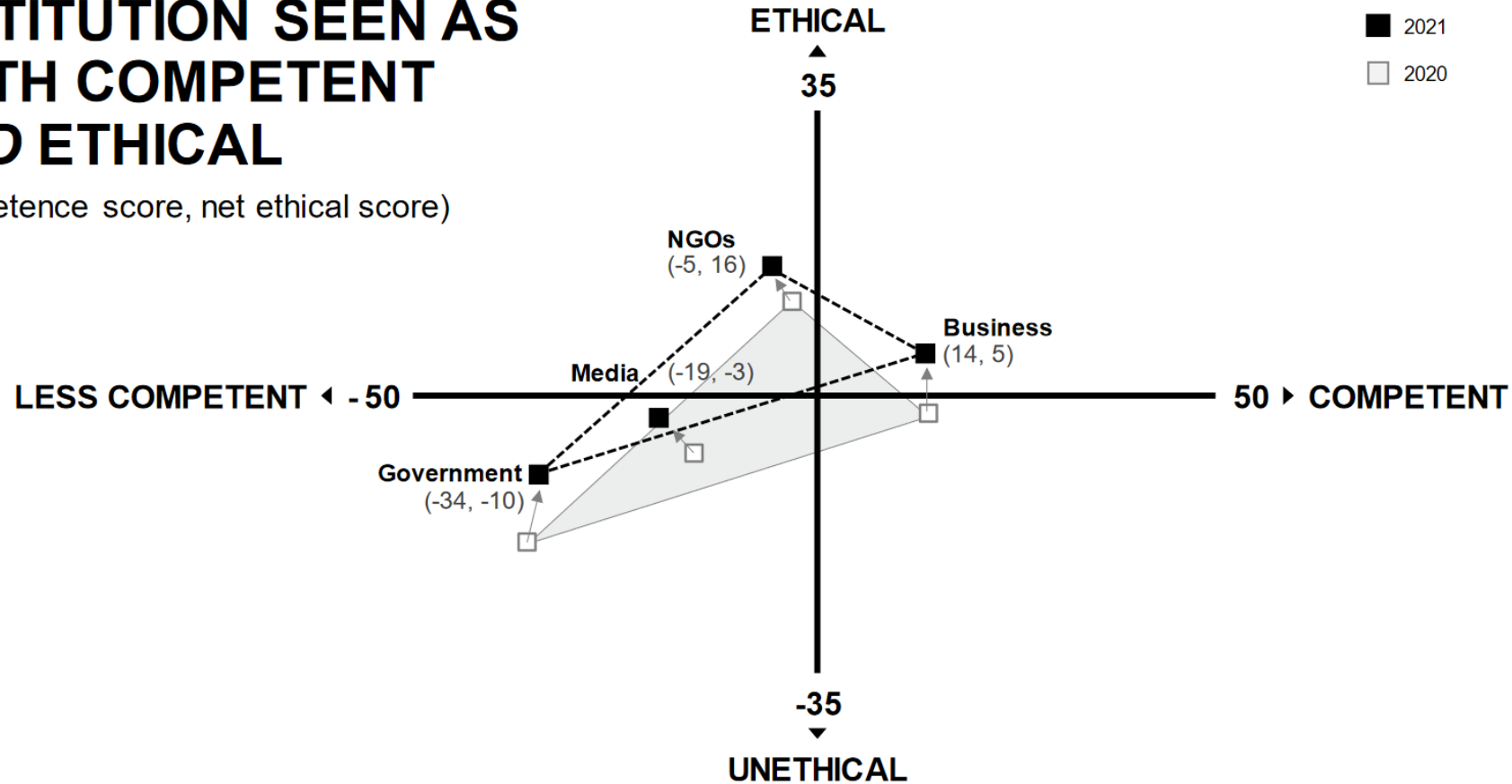
Disruptive Technology

Digitalisation, new technologies, the rise of AI (Artificial Intelligence) are drastically changing societies and economies



BUSINESS NOW ONLY INSTITUTION SEEN AS BOTH COMPETENT AND ETHICAL

(Competence score, net ethical score)

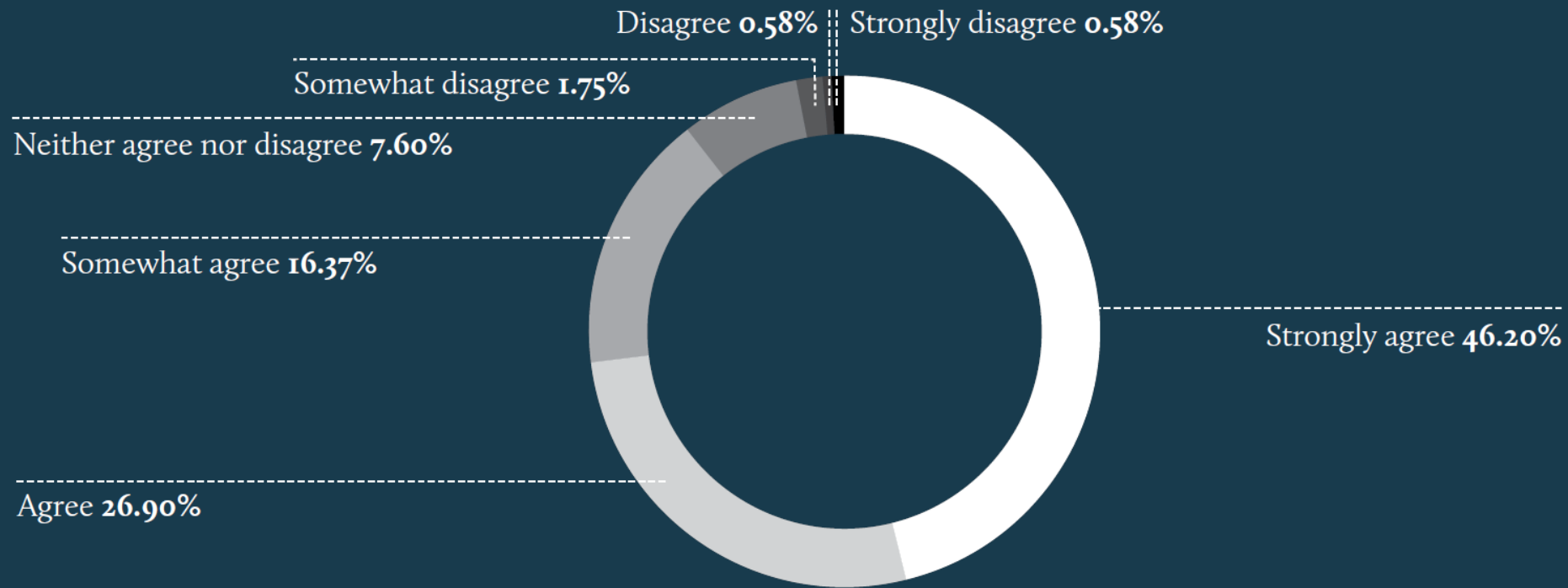


2021 Edelman Trust Barometer. The ethical scores are averages of nets based on INS_PER_DIM1-4. Question asked of half of the sample. The competence score is a net based on TRU_3D_INS/1. Depending on the question it was either asked of the full or half the sample. General population, 24-mkt avg. Data not collected in China, Russia and Thailand. For full details regarding how this data was calculated and plotted, please see the Technical Appendix.

GLOBAL TRENDS PREDICTED FOR 2021



Ignoring sustainability will affect your company's ability to create value in the long term



Sustainability affects an organization's **culture, its employees, its performance and reputation**

Risks of inaction

- **Lack of motivated** and qualified employees prevent the organization to take forward its sustainability journey
- **Loss of market position and business opportunities** and increased exposure to environmental and social risks due to ineffective change management
- **Weak performance for social** indicators if reporting or participating in sustainability /ESG **ratings and rankings**
- **Difficulty in recruiting and retaining employees** with the appropriate sustainability ethos and skills
- Lack of preparedness for **regulatory and policy adjustments**
- Low **stakeholder trust**



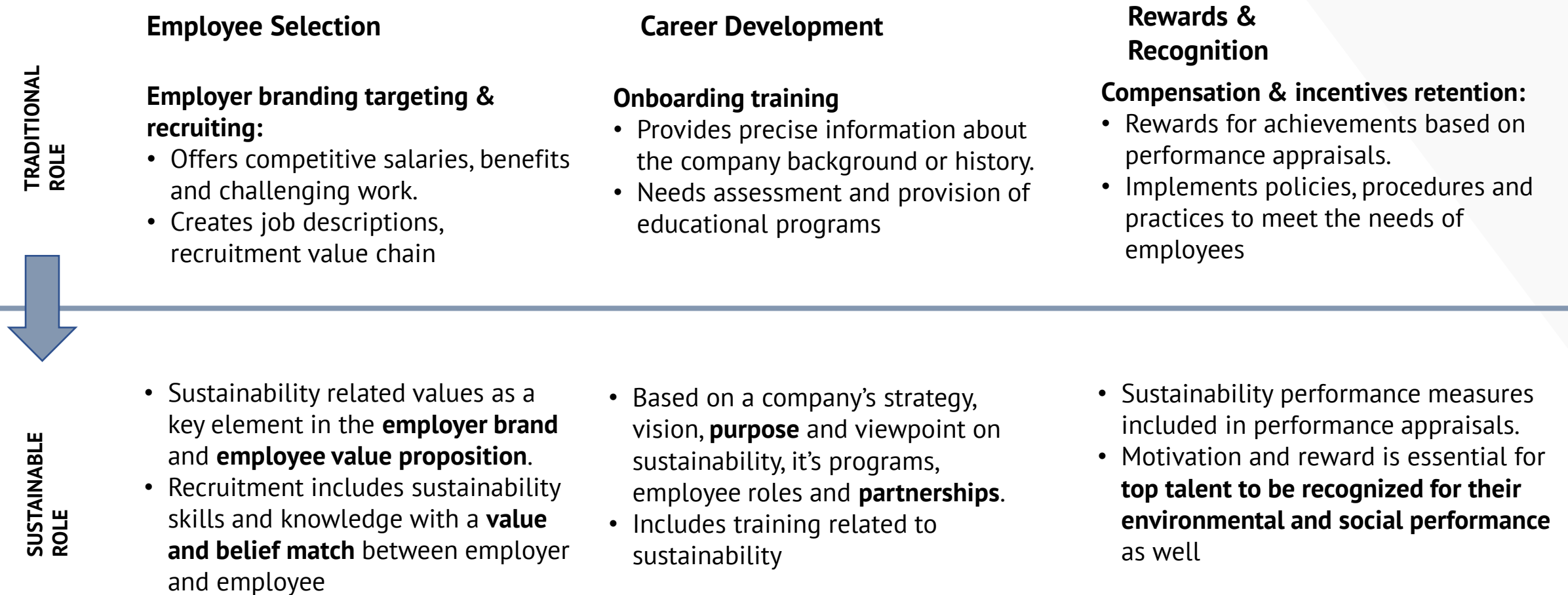
Opportunities

- Drive towards corporate sustainability objectives including long term sustainable business opportunities and **increased market participation** through recruiting and retaining top talent to
- Increased **employee productivity** and desire to contribute to the sustainability strategy by broad employee base
- **Attracting and retaining clients** with high social and environmental demands
- **Strong performance for social indicators** if reporting or participating in **sustainability/ESG ratings and rankings**
- Quick **adoption of regulatory** and policy adjustments
- Unique **culture**
- Strong **stakeholder engagement**

The Transition From Traditional HR to Sustainable HR

HR practitioners need to take into consideration, changing trends and dynamics of HR as well as a new shift in practice and thinking.

A few examples below:



Adapted from: <https://cdn.ymaws.com>

Employees have increased expectations vis a vis their employers. They give preference to **responsible organisations, inclusive and purposeful corporate cultures, addressing SDGs**

The pandemic has accelerated interest on how companies perceive and manage **risk relevant to Human Resources Management** (i.e. Health and Safety) and culture

Managing a **rapidly changing workforce demographics** has to be taken into consideration

There is an increased need to address changing skills needs (**reskilling & upskilling**)

There is an urgent need to leverage **new technologies to enhance talent processes**

In the aftermath of the pandemic organisations are called to manage the new normal, namely **Work From Home (WFH) and the hybrid workplace, trends that are here to stay**



Key topics to take into account moving forward

- Leadership & Corporate Governance
 - Recruiting & Retention
 - Training & Development
 - Diversity & Inclusion
 - Employee Wellbeing
 - Employee Engagement

2 A few Best Practices



Leadership & Corporate Governance

Key points:

Leading and forward-looking organisations, in response to the massive change taking place, **are taking action** at the upper management and Board level with the view to tackle all those **topics currently at the top of the corporate agenda** such as **Board oversight, corporate governance, corporate ethics, inclusion, diversity, gender equality**, amongst many others. In this way, they move towards the creation of a **more inclusive, fair and diverse workplace**



Network of Sustainability Ambassadors

As part of 'living our values', the company is setting up a network of Sustainability Ambassadors. These Ambassadors are employees who champion sustainability throughout the business by initiating, coordinating and carrying out activities in our local subsidiaries. The aim is to share initiatives across the Group with an emphasis on inspiring others and building on each other's learnings.



Creating a culture of Speaking Up

- Societe Generale is investing heavily in a **culture of speaking up**, encouraging employees to share their views within the organisation, allowing them at the same time to make mistakes and receive feedback from senior manager
- The Group wishes to create an **environment of trust** where each employee can feel free to express themselves individually or collectively and to encourage accountability and employee engagement

Appointment of a Global Sustainability Panel

Thirty colleagues from across the Group, from India to Canada, form the Sustainability panel that meets virtually to discuss Environmental, Social & Governance matters related issues. It provide updates on Group initiatives and attendees are invited to present on their local sustainability practices, such as alternatives to plastic packaging, to the wider Group.



Training & Development

Key points:

Responding to the needs of a highly volatile and diverse workforce and the rapid socio and economic changes, training and development is becoming more **strategic, incorporating a wide array of diverse topics** while capitalising **new technologies and innovative digital platforms** to train, connect but also **reskill and upskill** employees in a new digital era.



Bank of America's "The Academy"

Initiative: An award-winning **onboarding, coaching and development** organization dedicated to client-facing teammates across Consumer & Small Business, Merrill and the Private Bank

- The Academy is accessed by more than **45,000 employees annually**
- It is an employee investment to enable employees to succeed and develop a long-term career at Bank of America.
- The initiative has a dedicated website with opportunities for engagement

Hear from our teammates that have participated in The Academy



Role: previous
Jennirys Liriano, Relationship Manager



Role: previous
Wilma Polo, Relationship Manager

Archways to Opportunity

Since 2015, more than **60,000 members of our McFamily have accessed education through Archways to Opportunity®**, a comprehensive education system that aides crew members and manager's pursuit of a **high school diploma, a college degree and additional counseling** to help them make choices on their career path.

The cost of higher education can be intimidating and prohibitive for many and we're proud of the over 45,000 restaurant employees who have taken advantage of nearly \$125 million in tuition assistance from Archways to Opportunity®.

English Under the Arches

Beyond on-the-job skills development, over **7,600 restaurant employees have graduated from English Under the Arches®**, a free English language course for all non-native English-speaking crew members and managers. These virtual and in-person language classes help restaurant employees take big steps on their professional and personal journeys.

Digital Training

In 2019, there was a shift **towards investing in digital learning content**

- The **Learner Experience Platform** enables the Bank to provide a more intuitive and engaging learning experience for all employees
- Access to online learning platforms with hundreds of subjects. **Skillsoft is used by associates and Udemy by managers**



Recruitment & Retention

Key points:

Identifying talent at all levels and from diverse groups in society while trying to retain employees within the organization means one must work **strategically, developing sustainable and longer-term tools and policies** that **create the right conditions** for attracting and retaining talent. Alongside traditional topics, new issues have risen in importance such as the **capitalization of new technologies and new digital platforms** that connect people across geographies and the rising importance of organizational culture (i.e., **inclusivity, diversity, fairness and pay equity, career development**) that generally **make people to want to stay in an organization**



City Group Pay equity policy

Launchpad Tool

- For large organizations, it can be challenging to identify real talent from within the crowd
- With Launchpad, the Bank introduced a **digital interview platform to replace the traditional profiling interview**
- The Bank has completed some 2,000 virtual and automated interviews in 2020, resulting in 248 people being shortlisted for next round interviews with the Hiring Manager
- Positive candidate feedback: 86% of candidates rate the video interview process as excellent with many providing direct feedback on the process as being efficient and unique

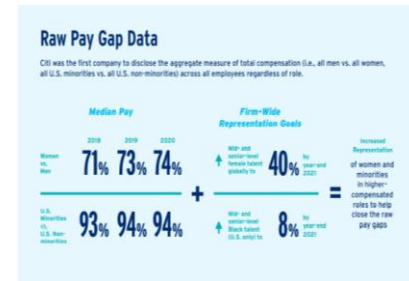
Identifying early talent initiatives

In 2020, over 1,300 Canadian students experienced **Explore RBC**, an innovative talent initiative that lets **students match their interests with opportunities across the bank** The **first-ever virtual summer student experience**: Due to COVID-19 pandemic, the RBC quickly mobilized to virtually onboard more **than 1,400 summer students globally**. Cross-functional teams came together to design virtual programming that provided students with the confidence, experience and skills they need to succeed

Highlights included **“Know RBC Mondays”, a speaker series with our CEO and senior executives**, access to micro-learnings and multiple Future Launch digital resources, virtual networking opportunities through RBC Café (over 11,000 connections made) and participation in **RBC Tomorrow (an innovation challenge)** where students presented 46 unique business solutions. Feedback indicates our efforts paid off as 92% of Canadian, 96% of U.S. and 100% of our U.K. students who were surveyed said their overall experience was good or excellent RBC has also put forward **paid internship program for graduates with visible and invisible disabilities**

Citi was the first company to **disclose the aggregate measure of total compensation** (i.e., *all men vs. all women, all U.S. minorities vs. all U.S. non-minorities*) across all employees regardless of role. The **adjusted pay gap is a measure of “like for like” – comparing the compensation of women to men and U.S. minorities to non-minorities when adjusting for factors such as job function, level and geography**

In 2020, Citi Group collaborated with [The Female Quotient](#) to develop a **free digital tool that provides companies with a snapshot of their raw pay gap**. We view it as a way to further equality across all types of companies and see it as a concrete measure to increase diversity efforts



Employee Engagement

Key points:

Engaging and connecting employees create **better and more cohesive organisational cultures**. Under this framework, many companies invest in innovative tools, means, organise events and entire initiatives that would mobilise employees towards a common, higher purpose and cause, while strengthening dialogue and employee identity and bonding



Employee Engagement via the creation of new portal «Go Net»

During 2020, the Orsero Group created its first corporate intranet portal GO NET, with the aim of making all employees more informed, connected and especially close. The portal includes:

- **“News and Communications”**, such as the announcement of the arrival of new colleagues, the start of projects, the end of work in some structures, but also all the press releases of the Group;
- **“Discover the Group”**, the Group's common values, numbers, results and the link to the Sustainability Report;
- **“About us”**, which shows the main press contributions dedicated to the Orsero Group; “
- **Our photos”**, which show photos of colleagues, management and teams engaged in particular activities or simply informal aggregation;
- **“Your opinion counts,”** in which everyone can leave – anonymously or nominatively – their own comment or inspiration.



Yammer Internal Collaboration Tool

- An internal two-way communication tool that enables employees to connect and engage with co-workers and Senior Management across the company in real time.
- The main goal was to motivate employees to join the Yammer BOC Community. At the end of the year, employees' engagement had reached 53%. Users joined: 1,768, Groups created: 126, Messages posted: 3,967. In 2021, a new series of activities is planned, including Random Acts of Kindness and International Days Awareness.

Engagement with the CEO

To enable engagement as well as a sincere and open relationship between the CEO and employees, BOC launched in 2020:

- **Book A Seat:** 2 book a seat events took place, one physical and one online. A total of 24 employees took part
- **The CEO Corner:** CEO inspirational quotes were published on Portal and Yammer on a monthly basis. During 2020, the CEO sent 22 announcements to employees on important topics, such as the Code of Ethics, awards, risk management, bureaucracy, financial results, whistleblowing



1MillionHours2Help

Employees Voluntary Program

Since 2018, **1MillionHours2Help** volunteer program allows all employees to participate, on their working time, in missions that contribute to supporting the 4 pillars of the Bank's corporate commitment: youth, local communities, entrepreneurs and the planet. The individual hours credit differs according to the business and country, but everyone is entitled to volunteer during work hours



Diversity & Inclusion

**Key
points:**

Organizations are taking a **stance against systemic racism** in order to create more **inclusive, tolerant and diverse workplace** cultures. Gender equality, board representation, equal pay and rising career opportunities for women at all levels, have been topics high on the agenda. There is a shift from **traditional training towards an effort to really educate and change perceptions and entrenched behaviors of employees** with regards to diversity and inclusion and to create a culture of empathy and better understanding amongst employees.



Corporate Activism Case: “Black lives matter” Open Letter from CEO to all Employees

“We saw the horrifying and shocking video that showed George Floyd being killed by police in Minneapolis. The days since Mr. Floyd’s death have been incredibly painful – but no one has felt this pain, anger and frustration more viscerally than African-Americans, including Black employees at Kraft Heinz. We at Kraft Heinz say **BLACK LIVES MATTER**. This week, we are talking with employees about one of our new Values, We demand diversity. We have a duty to be part of the solution –We have decided upon some immediate actions: Learn more [here](#)



Promoting inclusion and a learning culture across generations. DB facilitates cross generational collaboration and dialogue through “[Reverse Mentoring Programs](#)” driven by regional ERGs, alongside the wider platform based reverse mentoring offerings that help strengthen the exchange between different generations



[The Kuwaiti Program](#)

Developed by Emirates Islamic is a **1-to 1 coaching program for female employees**. The program focuses on increasing self-awareness and personal growth through challenges that put participants out of their comfort zone



Promoting Gender Equality on Top through supporting the 30% Club Initiative

HSBC has helped **30% Club** set up the [Strategy Best Practices Working Group](#), which is formed of representatives from large multinationals known for their leading work on gender equality. The working group is helping to codify how companies worldwide can embed gender-equality principles into company-wide operations. **The group launched the ‘Are you missing millions?’ report, which highlighted how companies can benefit commercially from gender considerations**



Transforming the lived experiences of African American/Black employees via [100-Day Sprint](#)

- The company took action to radically improve the workplace experience for African American/Black employees, with workstreams including university and professional recruitment, promotions, employee listening, leadership development, sponsorship, reverse mentoring, and inclusion coaching.
- Held its first-ever community focused Talent Expo, an opportunity for executives to get to know our talent.
- More than 130 Cisco executives connected with 422 African American/Black employees in Leader Connect sessions.
- The company has appointed a female **Vice President** appointed as **Inclusive Future & Strategy and Chief Inclusion & Collaboration Officer**

Employee Wellbeing

Key points:

In response to the rapid changes that have been accelerated by the pandemic, forward-looking companies are developing a more **holistic and strategic approach towards “Employees Wellbeing”** policies and initiatives in an effort to attract and retain talent and to create a sustainable and more inclusive cultures for their organisations. Special focus on **mental health and work life balance**



Employees would recommend this organisation as a place to work because of their employee wellbeing strategy. This organisation has put in place an effective process for identifying those employees that need support, and actively promote connections through social wellbeing.

Work/life balance or family-friendly policies

- Flexible working, / limitations around certain roles
- Maternity and paternity leave policies

Holidays

- New contracts include 26 days
 - Flexible leave policy for additional leave
- An extra day after two years' service

Company car

- Car allowance for some employees.

Employee recognition

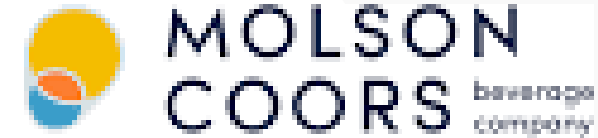
- Peer-to-peer recognition each month, all leaders have a recognition budget to spend how they see fit.
- Annual awards, The Aster Way Awards, to recognise both teams and individuals throughout the business.

Healthcare and wellbeing

- Health cash plans with Simply Health for all employees, employer-funded at level one, with additional cover options available for employees to purchase.
- Aster Wellbeing Offer: support, tools and training and awareness opportunities for employees to manage their own wellbeing, infographics, podcasts and webinars.
- Reconnect and rebalance wellbeing campaign to support employees in the move from homeworking to a hybrid working model.
- Mental health first aiders.
- Employee assistance programme (EAP).
- Thrive app which includes cognitive behavioural therapy (CBT) sessions, mindfulness and meditation tools.
- Physical wellbeing webinars.
- Virtual GP sessions.
- Virtual physiotherapists.
- Zoom Yoga and Zumba sessions.
- Eye test vouchers.

Other benefits

- Volunteering opportunities.
- Payroll giving scheme.
- Bikes-for-work scheme.
- Voluntary benefits platform with Perkbox.



Time can be an innovation? This organisation's approach to giving people a better work/life balance through simple but effective ideas such as **deleting emails whilst staff are on holiday, implementing summertime hours** and providing **“life leave”** is innovative because it has become a core part of the way in which the company does business that everyone is committed to across the organisation.



[Great Place to Work Index, 2020](#)

Since 1992, the Index has surveyed more than 100 million employees around the world and used those deep insights to define what makes a great workplace: trust



[Refinitiv, D&I Index 2020](#)

D&I Index, launched in 2016, ranks the top 100 publicly traded companies globally with the most diverse and inclusive workplaces, as measured by 24 metrics across four key categories:

- Diversity,
- Inclusion,
- People Development and
- News Controversies.

The Index is then calculated by weighing each metric based on importance in the market and how each company compares with its peers



[Financial Times Europe's most inclusive companies – as ranked by employees](#)

The FT is publishing its second annual Diversity Leaders. **The list assesses 850 employers on diversity of gender, age, ethnicity, disability and sexual orientation in their workforces**



[FORBES World's Best Employers](#)

Forbes partnered with market research firm Statista to compile the ranking by surveying **160,000 full-time and part-time workers from 58 countries** and working for businesses with operations in multiple nations or regions.



[Glassdoor Best Places to Work 2020](#)

Glassdoor's 100 Best Places to Work in 2021 list features winning employers across a range of industries, including technology, health care, biotech and pharmaceuticals, retail, travel and tourism, consulting, finance and more.



WOMEN'S CHOICE AWARD®
THE VOICE OF WOMEN

[Women's Choice Award](#) is an American marketing research company which conducts research and national surveys exclusively to women. Founded in 2011 by the former publisher of *Working Woman* and *Working Mother* magazines

3 Concluding Remarks



Observations from Practices

HR Depts gain a **more strategic and holistic role as they integrate ESG and sustainability topics** into their traditional practices. Adopt new metrics

Inclusivity and diversity, particularly gender equality, score very high in companies' priorities and are integral part of HR programs

The pandemic has accelerated change and shifted priorities. HR Depts develop programs in order to tackle crucial issues such as **health and safety, work/life balance, mental health and overall employee well being**

HR is all about People. Forward looking HR Depts highlight employee experience through **compelling storytelling testimonials** using dedicated websites and new technologies to boost engagement and connection

HR Depts have an important role in **educating -not only training- employees** (i.e. financial education, corporate governance, ethics, diversity, inclusion, engagement, SDGs, community engagement), with the view to achieve better and more **sustainable organisational cultures**

HR Depts are inventing new ways to **connect and engage employees** (via a series of coaching, peer- to peer sessions, networking activities etc) across different branches and geographies

Leveraging **new technologies.** Successful HR Depts incorporate **digital tools for recruiting, retaining, reskilling and upskilling their workforce**



Some observations

Next Steps for HR Function and Professionals: Embrace Sustainability

The 21st century HR professional needs to:

Understand sustainable development and global and local sustainability issues

Understand practical implications of applied sustainability in the business context

Engage with stakeholder, and incorporate the input of internal and external stakeholders

Gain practical application of tools and embrace international Sustainability Standards. All major frameworks and standards have a direct connection to sustainable HR

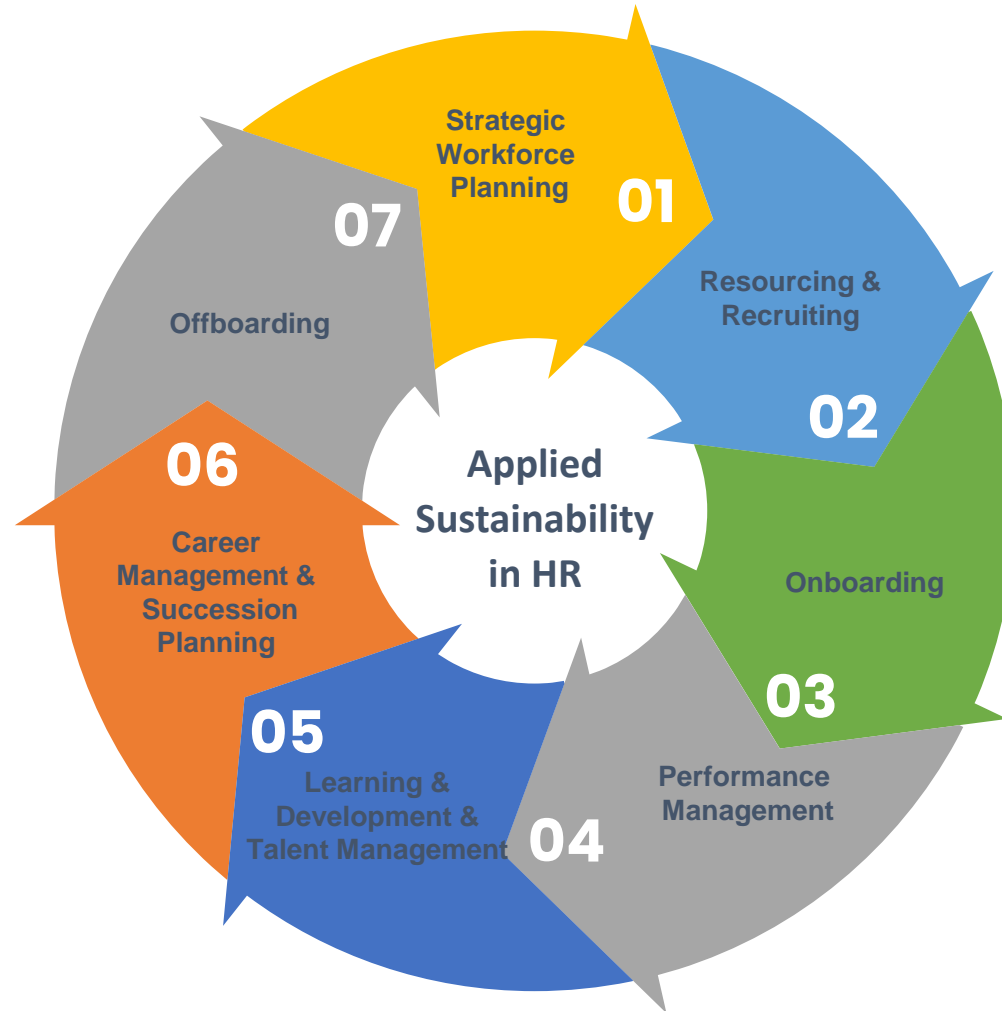
Develop codes of conduct with emphasis on mental health and the protection of employees

Create structures, committees that report to the Board of Directors

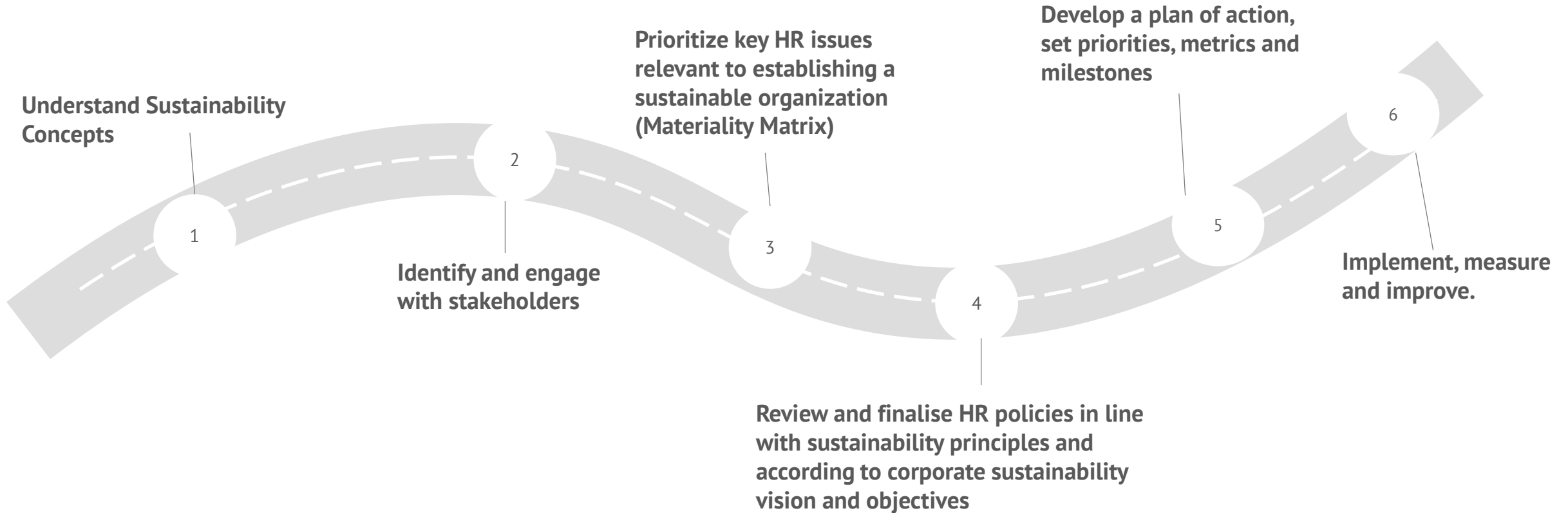
Incorporate sustainability responsibilities into job descriptions

The HR Departments and professionals need to reposition themselves and claim their place at the dialogue table with stakeholders, the heart of Sustainable Development





The HR Departments and professionals need to develop a holistic and systematic approach that goes beyond hiring and training



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Thank You



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