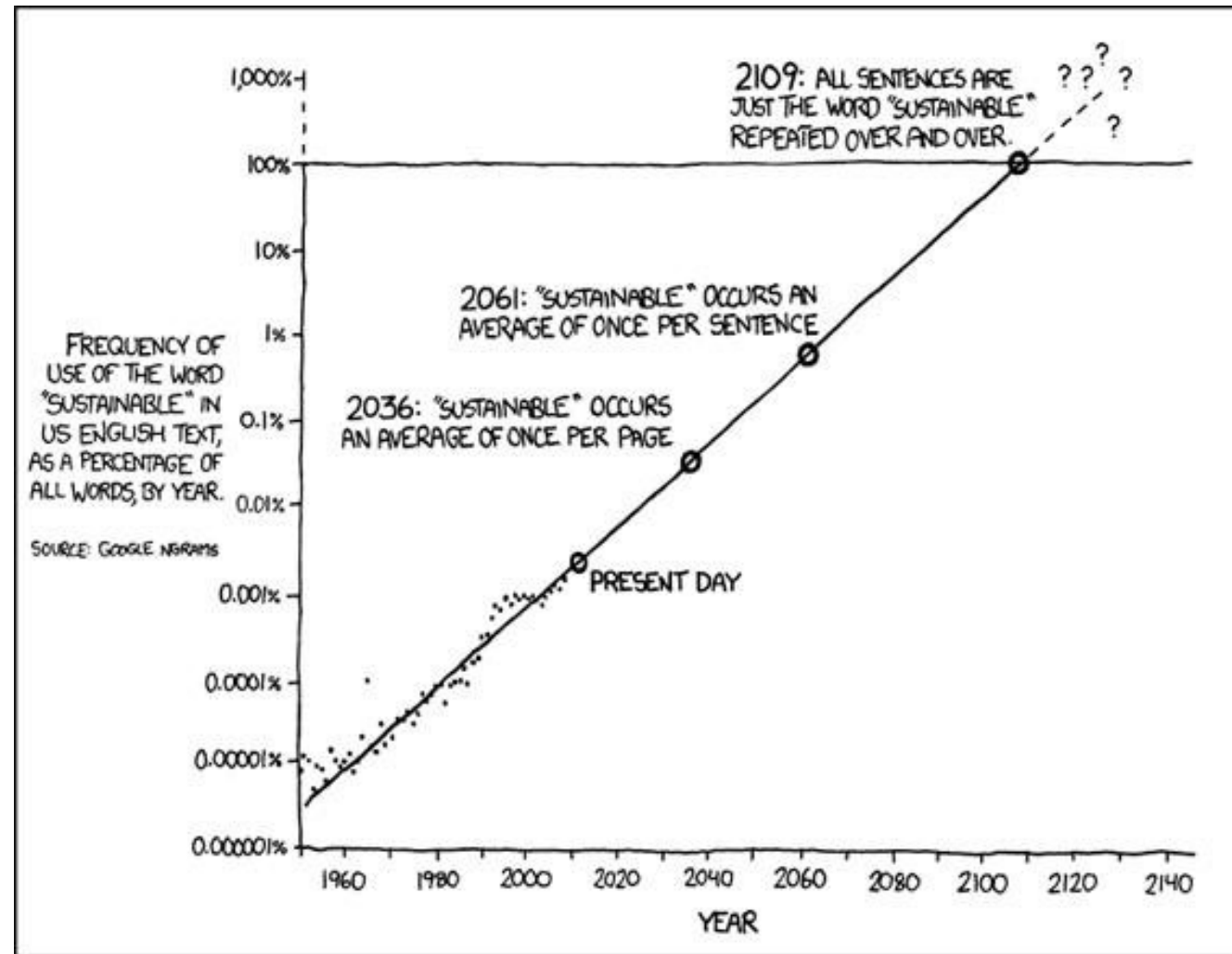


Kurumsal Sürdürülebilirlik ve Şirket Kültürü


A.Eren Öztürk

S360

Sustainability
matters.



THE WORD "SUSTAINABLE" IS UNSUSTAINABLE.

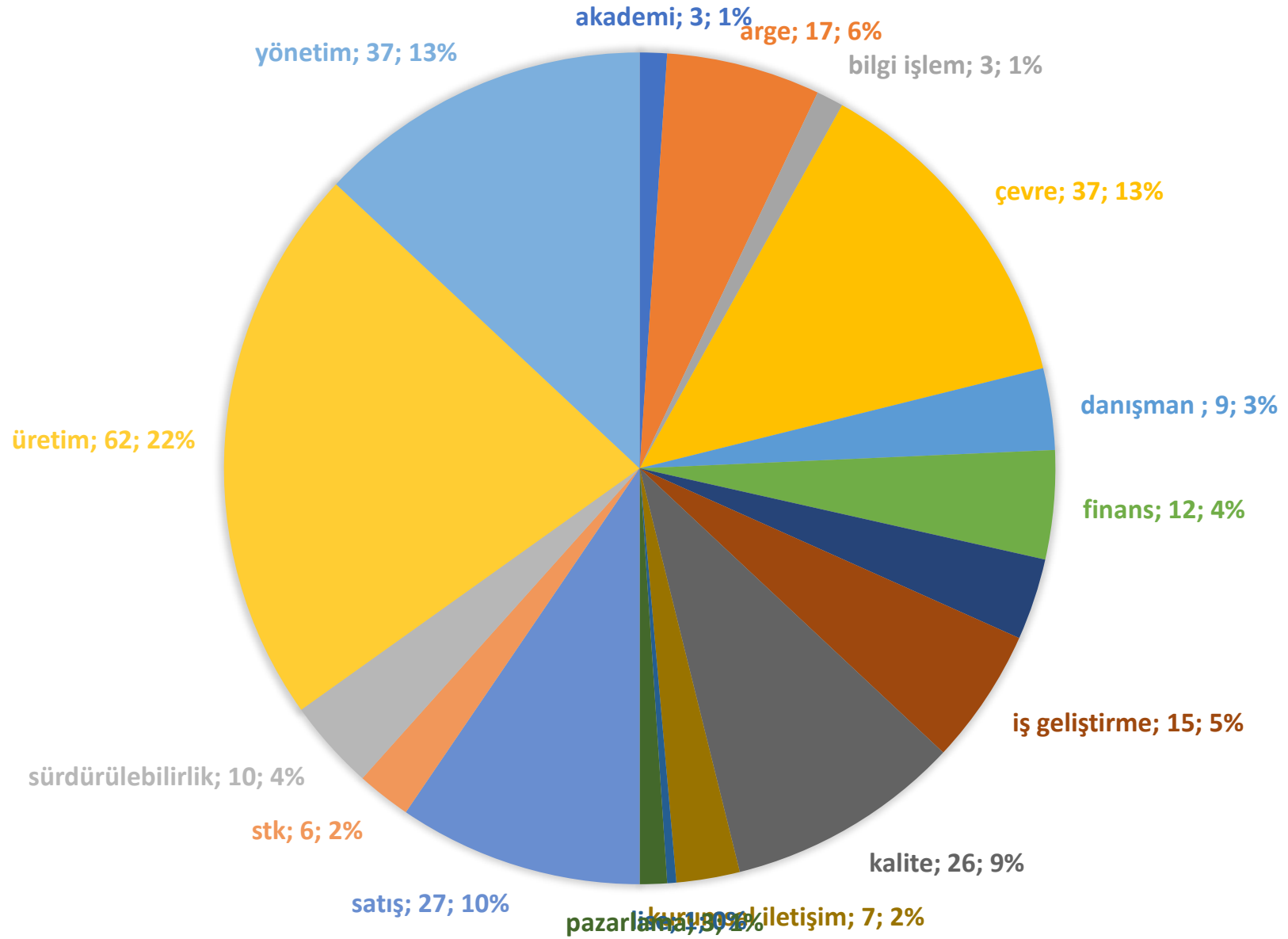


Sürdürülebilirlik
denilince
aklinıza ilk
gelen şey
nedir?

menti.com

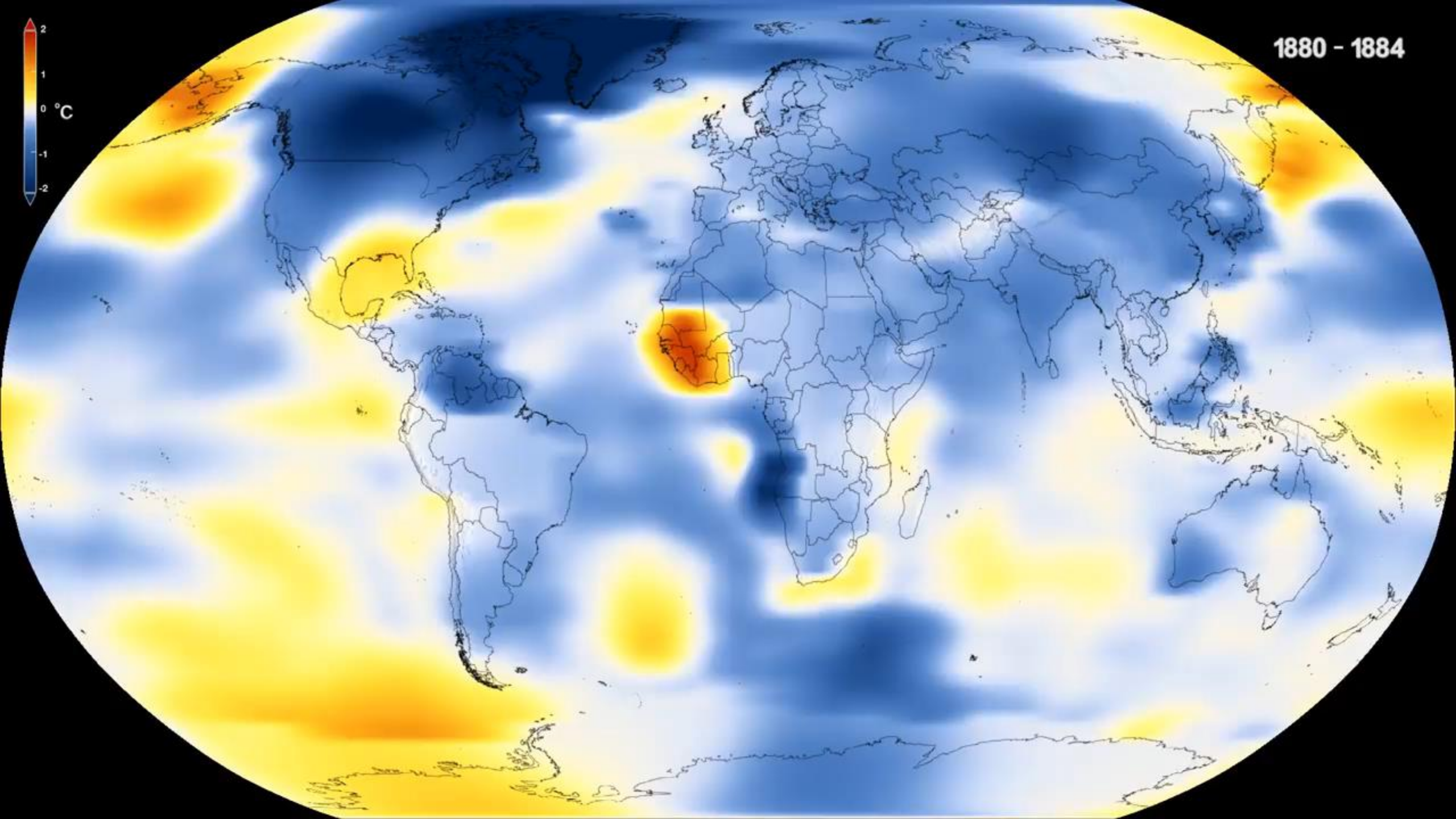
9610514

PROFİL DAĞILIMI



Mevcut Durum



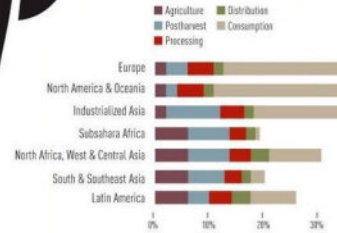




30% CEREALS FOOD LOSSES

In industrialized countries, consumers throw away 286 million tonnes of cereal products.

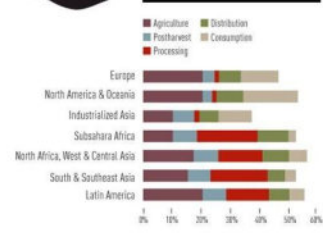
763 billion boxes of pasta



45% FRUIT & VEGETABLES FOOD LOSSES

Along with roots and tubers, fruit and vegetables have the highest wastage rates of any food products; almost half of all the fruit and vegetables produced are wasted.

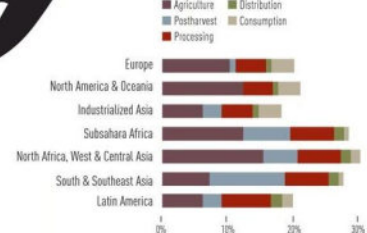
3.7 trillion apples.



20% OILSEEDS & PULSES FOOD LOSSES

Every year, 22% of the global production of oilseeds and pulses is lost or wasted.

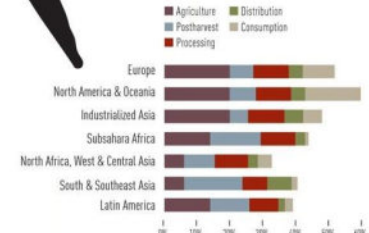
This is the same as the olives needed to produce enough oil to fill nearly 11,000 Olympic-sized swimming pools.



45% ROOTS & TUBERS FOOD LOSSES

In North America & Oceania alone, 5,814,000 tonnes of roots and tubers are wasted at the consumption stage alone.

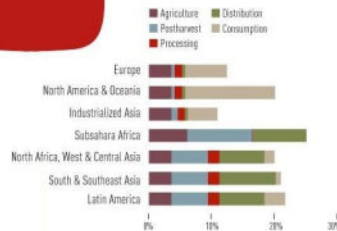
This equates to just over 1 billion bags of potatoes.



20% DAIRY FOOD LOSSES

In Europe alone, 29 million tonnes of dairy products are lost or wasted every year.

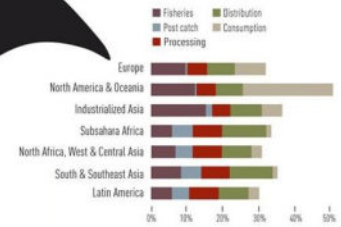
This is the same as 574 billion eggs.



30% FISH & SEAFOOD FOOD LOSSES

8% of fish caught globally is thrown back into the sea. In most cases they are dead, dying or badly damaged.

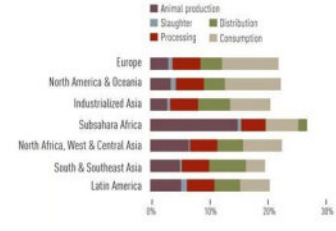
This is equal to almost 3 billion Atlantic salmon.



20% MEAT FOOD LOSSES

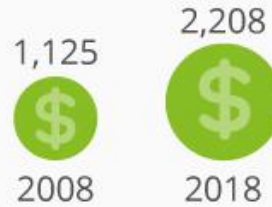
Of the 263 million tonnes of meat produced globally, over 20% is lost or wasted.

This is equivalent to 75 million cows.



World's 26 Wealthiest Own As Much As Poorest 50%

Number of billionaires worldwide in 2008 and 2018



In 2017...



43 of the world's wealthiest people

owned the same wealth as



The poorest half of the world's population (3.8 billion people)

In 2018...



26 of the world's wealthiest people

owned the same wealth as



The poorest half of the world's population (3.8 billion people)



@StatistaCharts

Source: Oxfam January Briefing

statista





36.16 **+0.22 (0.61%)**

After Hours: 36.16 0.00 (0.00%)

Aug 9, 5:09PM EDT

NYSE real-time data - Disclaimer

Currency in USD

Range 35.88 - 36.17

52 week 32.53 - 38.68

Open 35.97

Vol / Avg. 3.91M/4.37M

Mkt cap 120.02B

P/E 31.27

Div/yield 0.60/6.64

EPS 1.16

Shares 19.76B

Beta 0.94

Inst. own 2%

G+

Compare:

☐ Dow Jones

☐ S&P 500

☐ RDS.A

☐ TOT

☐ CVX

☐ XOM

☐ PBR

☐ E

☐ STO

Zoom: [1d](#) [5d](#) [1m](#) [3m](#) [6m](#) [YTD](#) [1y](#) [5y](#) [10y](#) [All](#)

Jun 05, 2009 - Aug 09, 2017 -13.34 (-26.95%)





Volkswagen. Gas Auto.



America's CEOs Seek a New Purpose for the Corporation

Nearly 200 CEOs say their companies are committed to delivering value to all stakeholders, not just shareholders

On August 19, 2019, the [Business Roundtable \(BRT\)](#), a lobbying group composed of leading CEOs in the US, released an [updated Statement on the Purpose of a Corporation](#). This statement expresses a fundamental commitment to all stakeholders, including customers, employees, suppliers, communities, and shareholders, differing from a long-standing view that shareholder profit is the sole purpose of corporations.

BLACKROCK®

Companies must ask themselves: What role do we play in the community? How are we managing our impact on the environment? Are we working to create a diverse workforce? Are we adapting to technological change? Are we providing the retraining and opportunities that our employees and our business will need to adjust to an increasingly automated world? Are we using behavioral finance and other tools to prepare workers for retirement, so that they invest in a way that will help them achieve their goals?

As we enter 2018, BlackRock is eager to participate in discussions about long-term value creation and work to build a better framework for serving all your stakeholders. Today, our clients – who are your company's owners – are asking you to demonstrate the leadership and clarity that will drive not only their own investment returns, but also the prosperity and security of their fellow citizens. We look forward to engaging with you on these issues.

Sincerely,



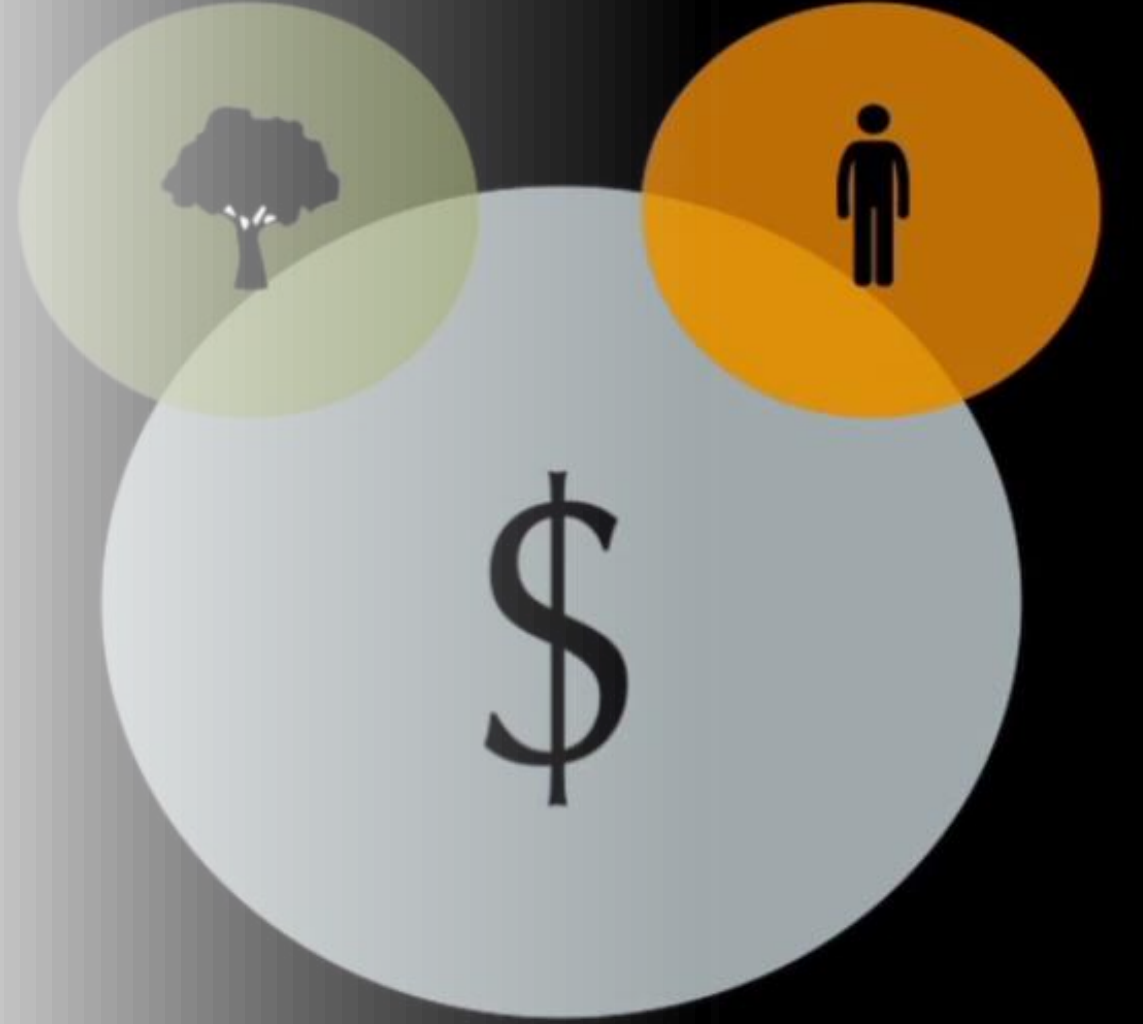
Goldman
Sachs

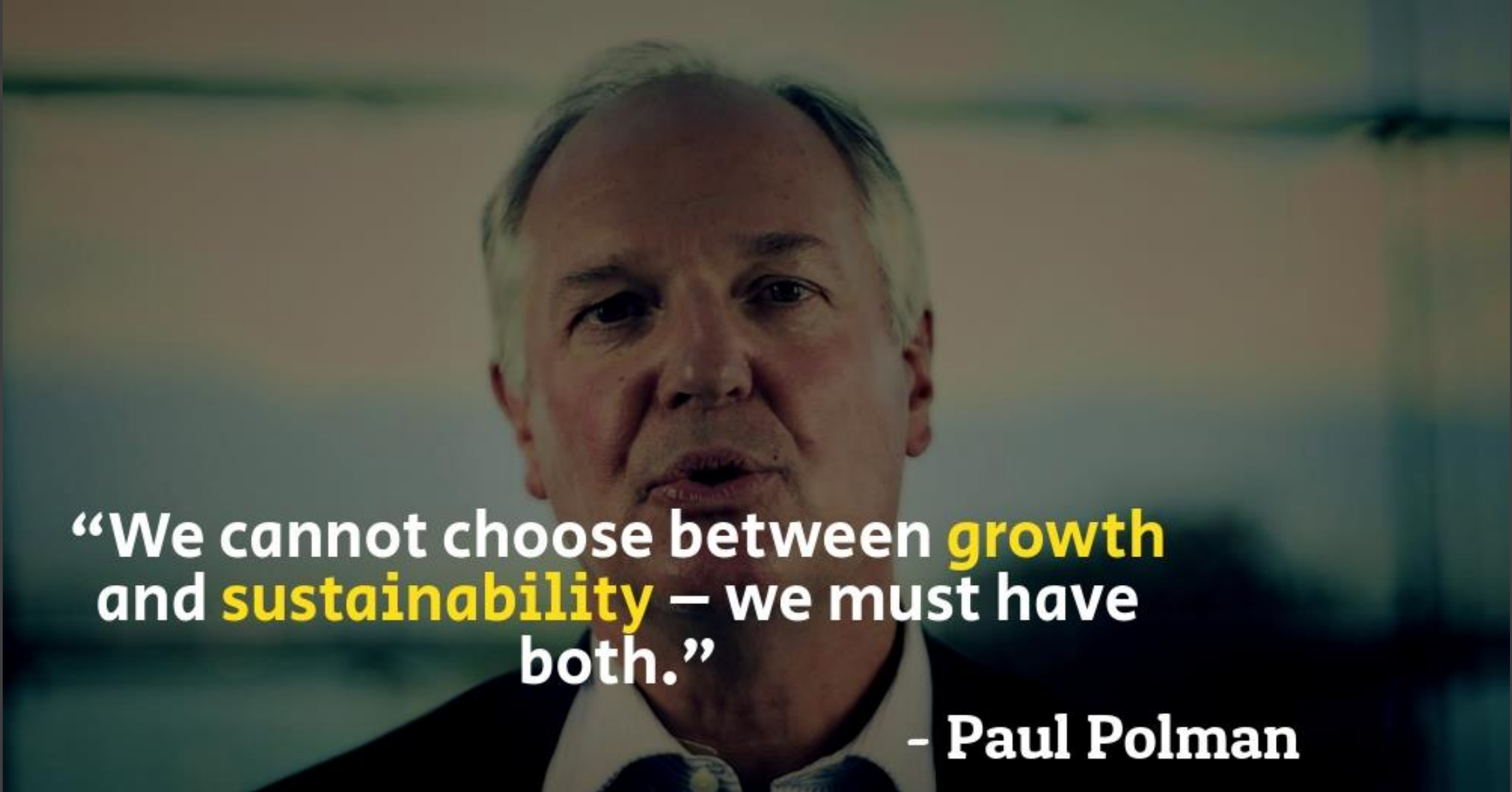
INVESTING

Goldman pledges \$750 billion for 'large opportunities' in sustainable finance

PUBLISHED THU, DEC 19 2019 3:17 PM EST

Kurumsal Yaklaşımlar



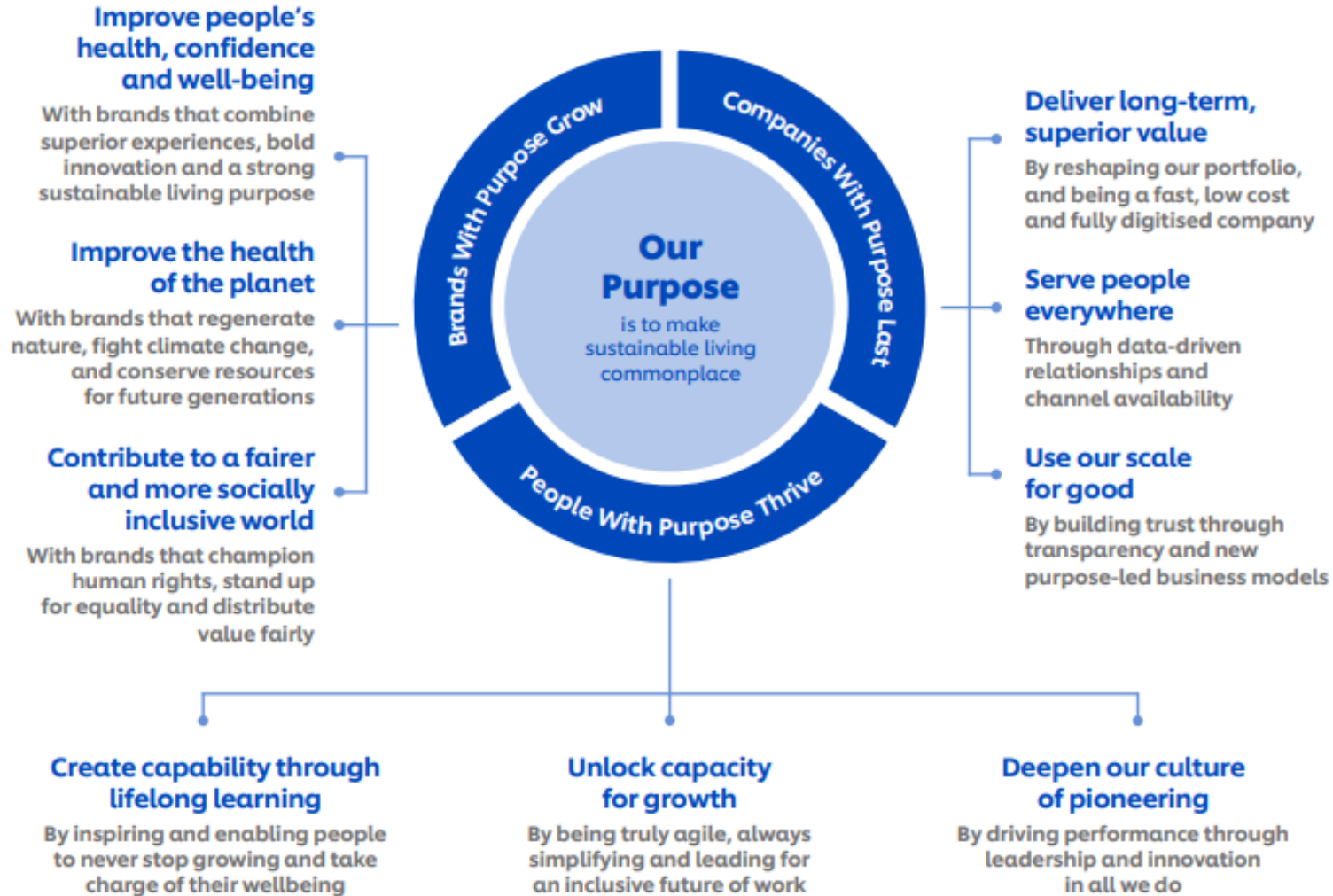
A portrait of Paul Polman, a middle-aged man with grey hair, wearing a dark suit, white shirt, and a patterned tie. He is looking slightly to the left of the camera with a serious expression. The background is blurred, showing what appears to be a window with a view of a city.

“We cannot choose between **growth
and **sustainability** – we must have
both.”**

– Paul Polman

Our vision

is to be the global leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance, consistently delivering financial results in the top third of our industry.

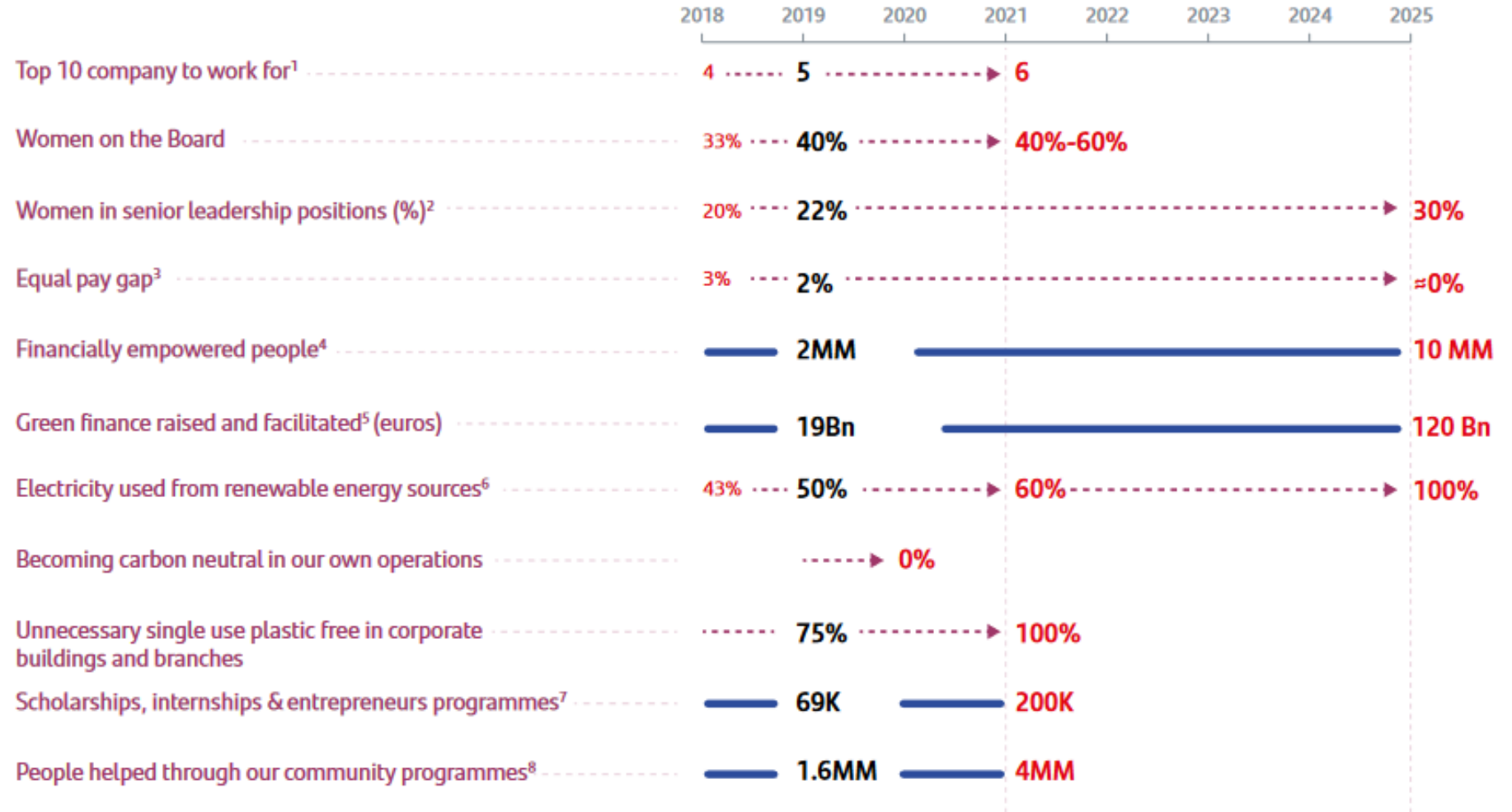




CLIMATE TAKE BACK™

Our New Mission

Our targets



* We will report our progress towards these targets in our annual report.



Reskill your current workforce

Your employees are your biggest asset. Give them the right skills, and they can thrive in the business of the future.

Your goal: build the right skills for the right roles

Every role within IT has a set of essential skills and knowledge that your engineers must possess if they're to be successful. The reality is that this list of skills and knowledge is changing all the time; for example, what it means to be a network engineer today is very different from how it would have been ten or even five years ago. Today's network engineers must know scripting and programmability, and be much more versed in security.



PwC network invests \$3bn globally in digital training and technology to support clients and communities

Bridgetown, Barbados - PwC's research shows that one in three jobs is likely to be severely disrupted or to disappear in the next decade because of technological change. Over the next four years, **we at PwC are committing US\$3bn to digital upskilling.** This will primarily be **invested in training our people, and in technologies for supporting clients and communities.**

JPMORGAN CHASE & CO.

[Who We Are](#)

[News & Stories](#)

[Impact](#)

[Institute](#)

[Invest](#)

[News & Stories](#) / [JPMorgan Chase Makes \\$350 Million Global Investment in the Future of Work](#)

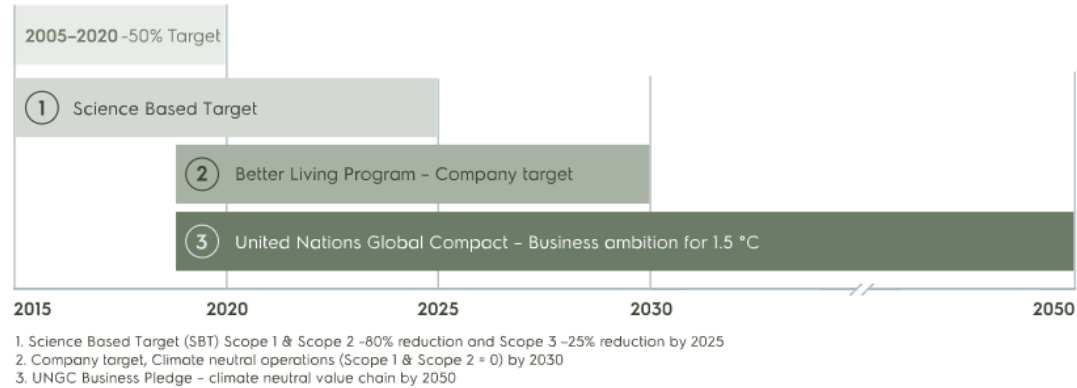
NEWS

JPMorgan Chase Makes \$350 Million Global Investment in the Future of Work

Helping people develop critical skills for in-demand careers through new investments in education and training programs

Building a future-ready workforce at JPMorgan Chase by forecasting emerging employee skill sets, career pathways and upskilling opportunities

By the end of 2019, we had cut our overall CO₂ emissions by 32% compared to 2005 – toward our 50% target by 2020.



Electrolux Innovation Factory
announces five new partners for its
open innovation program

October 4, 2019



REGENERATIVE AGRICULTURE

Danone is working to develop and promote regenerative models of agriculture that protect soils, empower farmers and promote animal welfare.

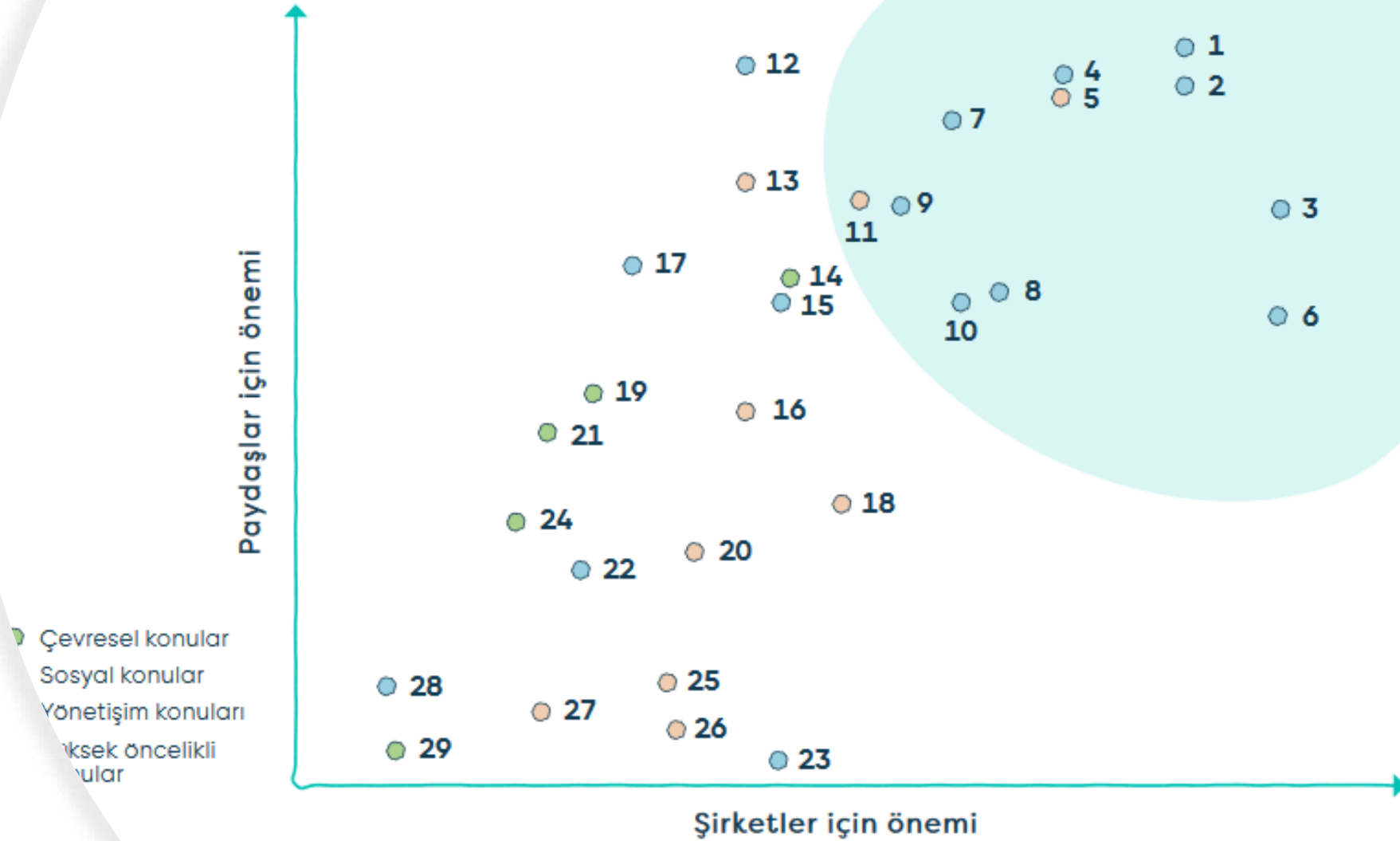
- **Protect soils**
- **Empower a new generation of farmers**
- **Respect animal welfare**

Türkiye'de İş Dünyasının Sürdürülebilirlik Gündemi

Türkiye'de
Mevcut
Durum



Türkiye'de sürdürülebilirlik konularının 'en'leri



Yüksek öncelikli konular

1. Finansal performans
2. Ar-Ge ve inovasyon
3. Dijital dönüşüm ve yeni teknolojiler
4. Risk, fırsat ve kriz yönetimi
5. İş sağlığı ve güvenliği
6. Müşteri bağlılığı ve memnuniyeti
7. Kurumsal yönetim
8. Sorumlu ürün ve hizmetler
9. İş etiği ve regülasyonlara uyum
10. Veri gizliliği ve bilgi güvenliği
11. Çalışan gelişimi ve yetenek yönetimi

Orta öncelikli konular

12. Kurumsal şeffaflık
13. Paydaş iletişimi ve iş birliği
14. İklim değişikliği ve enerji
15. Müşteri sağlığı
16. Çalışan ve insan hakları
17. Yolsuzluk ve rüşvetle mücadele
18. Çalışan bağlılığı ve memnuniyeti
19. Atık yönetimi
20. Fırsat eşitliği ve çeşitlilik

Düşük öncelikli konular

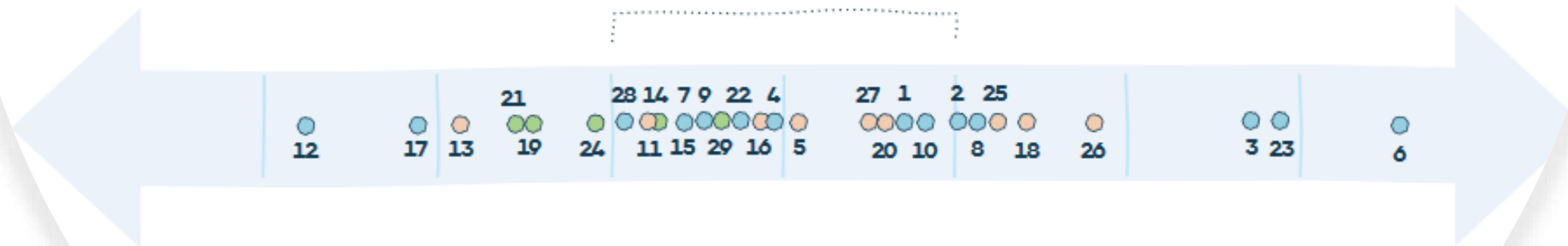
21. Hava kalitesi
22. Sorumlu hammadde
23. Sorumlu pazarlama
24. Su yönetimi
25. Yerel topluluklar üzerinde etki
26. Toplumsal yatırımlar
27. Yerel ekonomi ve istihdam
28. Tedarik zinciri yönetimi
29. Biyoçeşitlilik

Şirketler ve paydaşlar, en çok Risk fırsat ve kriz yönetimi, İş sağlığı ve güvenliği ve Çalışan ve insan hakları konularının önceliğinde uzlaşıyor

Paydaş, şirketlere göre daha çok öncelik veriyor.

Şirket ve paydaşları için benzer öncelik seviyesi

Şirket, paydaşlara göre daha çok önem veriyor.





Kültür
meselesi

”

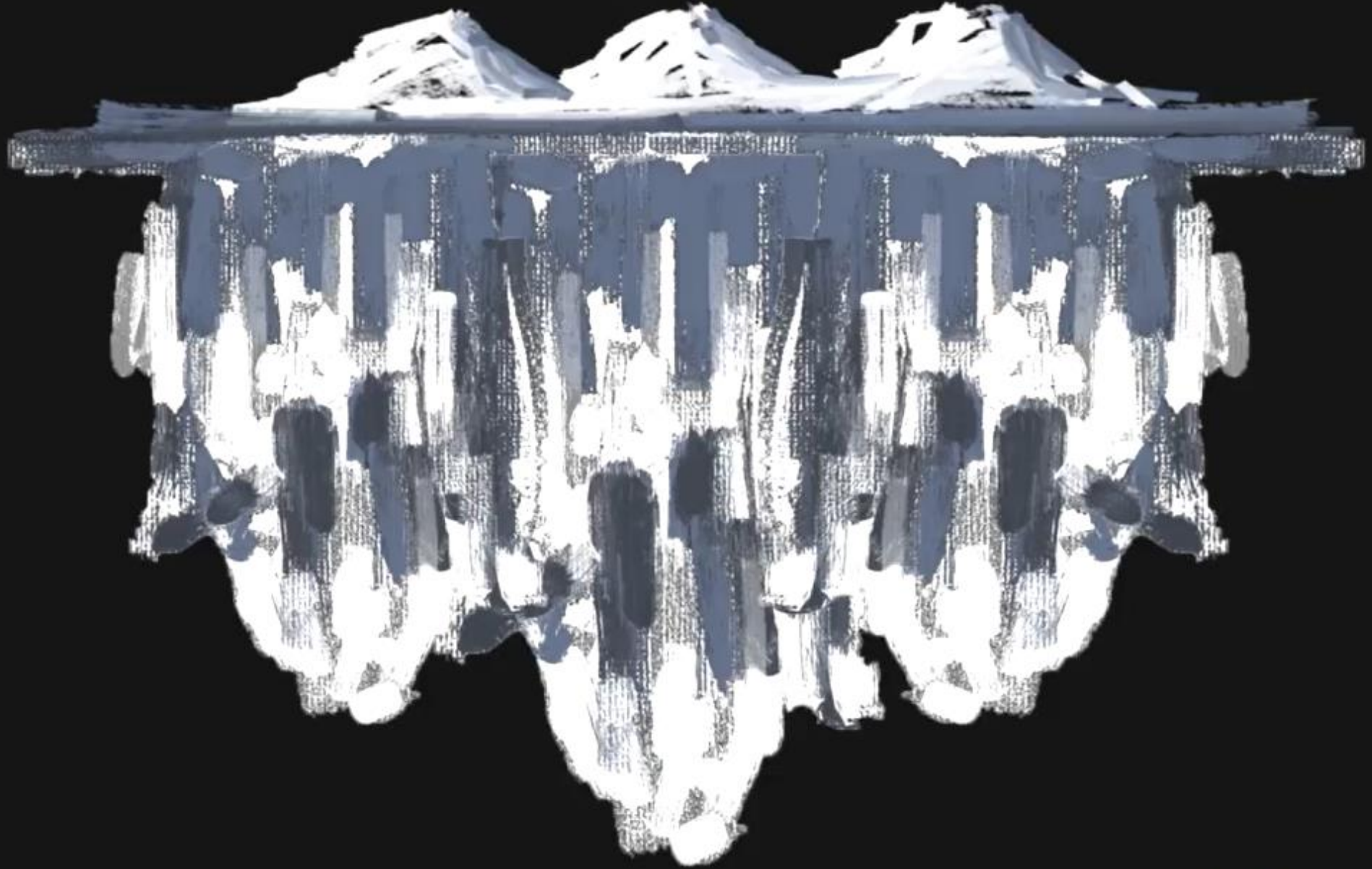
**CULTURE EATS
STRATEGY
FOR BREAKFAST**

PETER DRUCKER

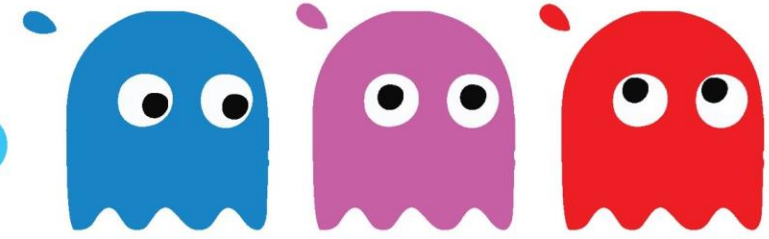
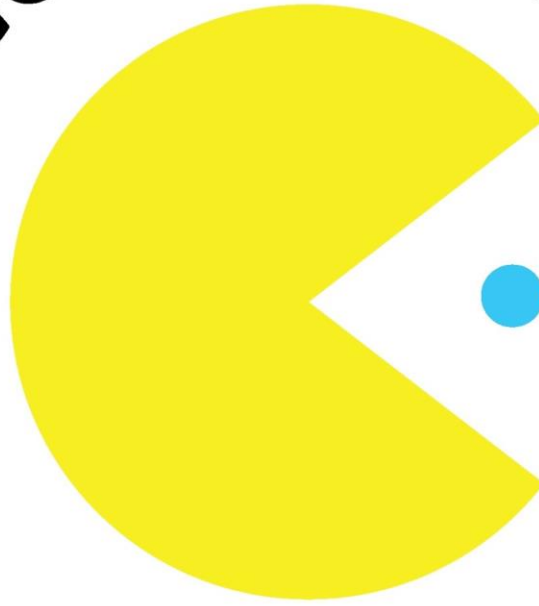
D E P A R T M E N T O F P L A N N I N G



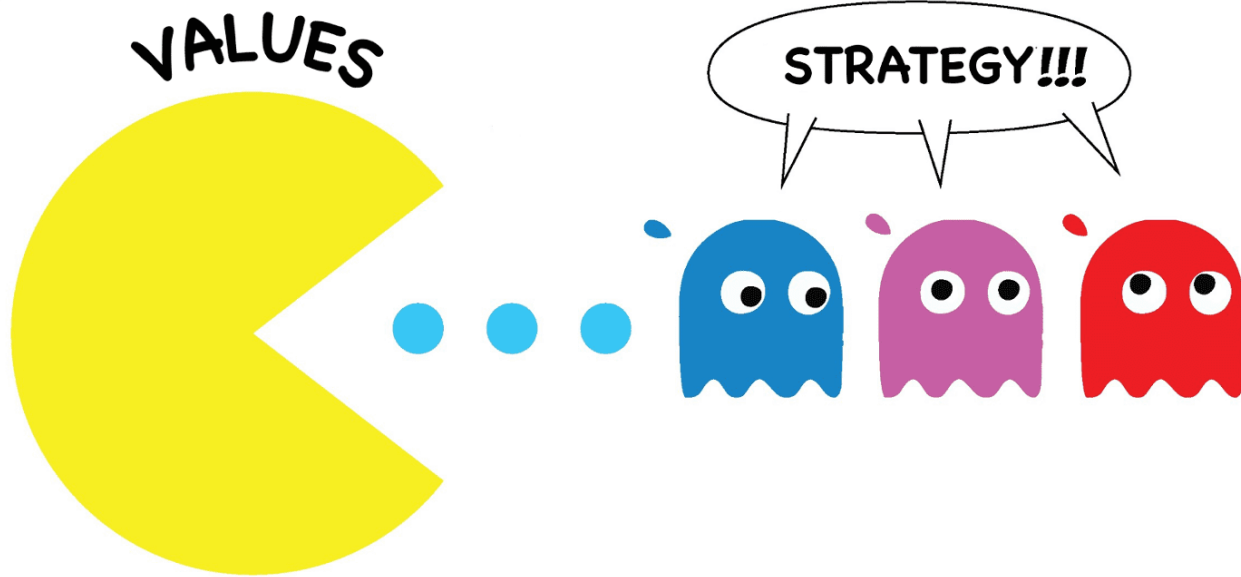
SYMPTOMS

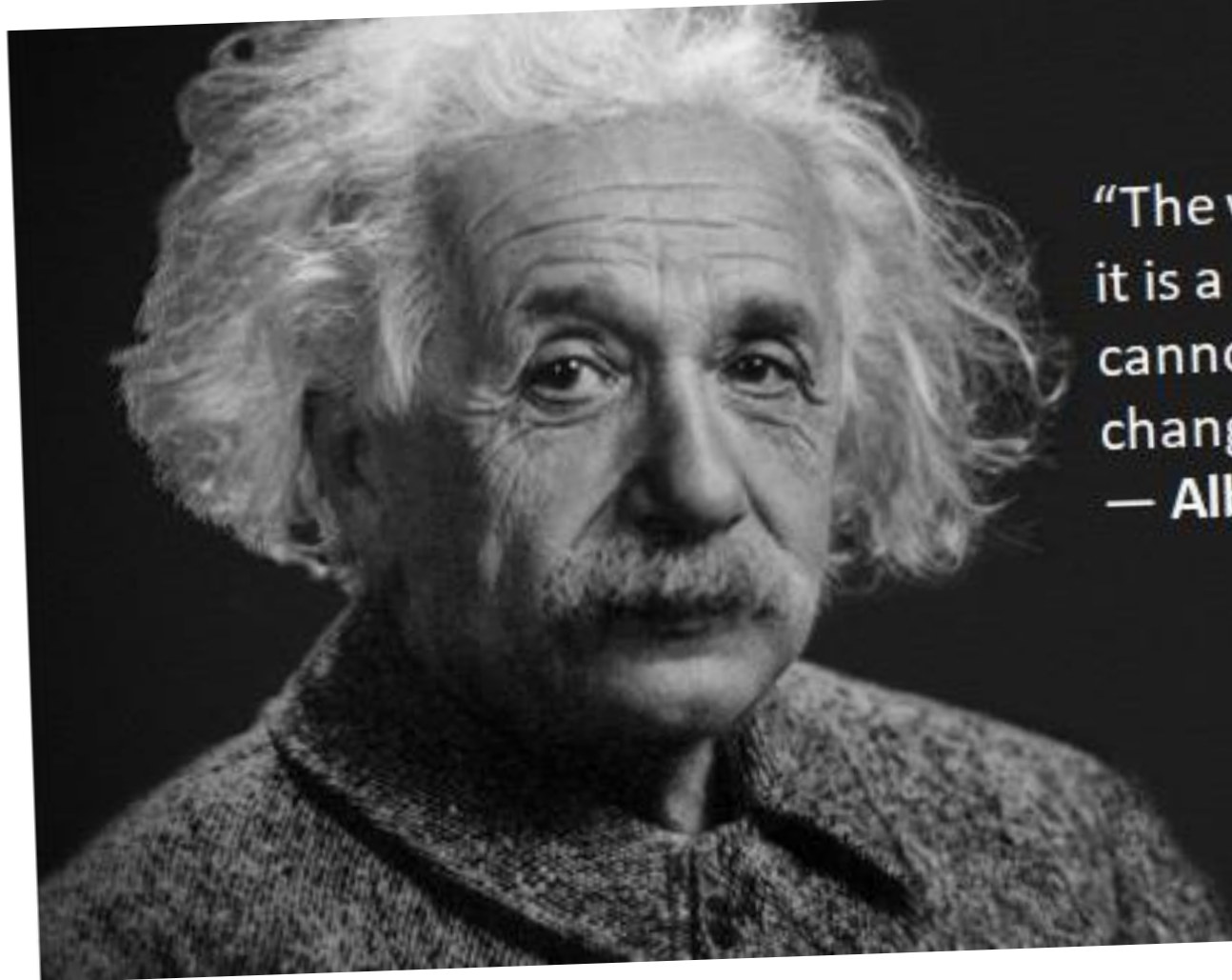


CULTURE!



STRATEGY!!!



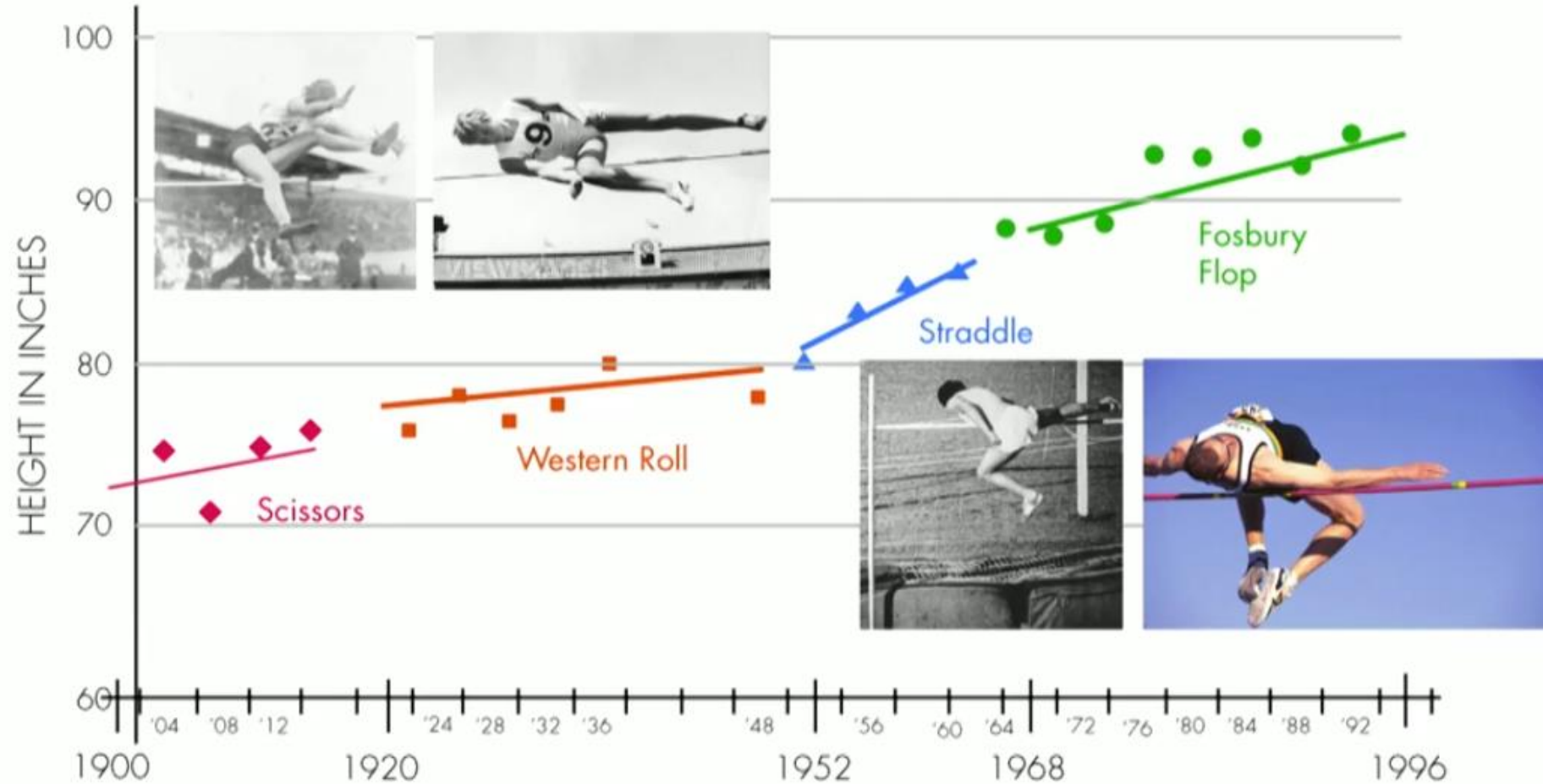


“The world as we have created
it is a process of our thinking. It
cannot be changed without
changing our thinking.”

— **Albert Einstein**



PARADIGMS



SOURCE: RICHARD PASCALE, V. GOVINDRAJAN

FLOURISHING

A Frank Conversation About Sustainability



John R. Ehrenfeld and Andrew J. Hoffman

Sustainability: Science, Practice, & Policy
<http://ejournal.nbil.org>



EDITORIAL

John R. Ehrenfeld

International Society for Industrial Ecology

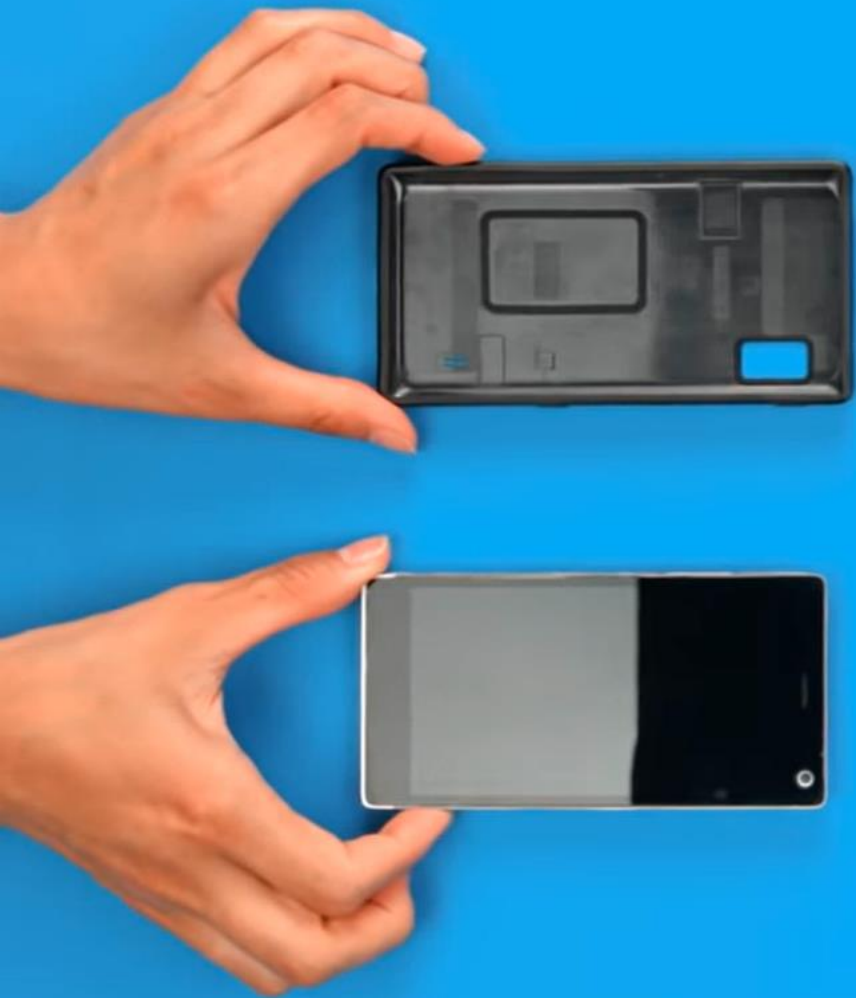
Sustainability needs to be attained, not managed

In preparing for this editorial, I read through several recent issues of *Sustainability: Science, Practice, & Policy* to get a sense of the way in which this concept appears. I was not surprised that sustainability showed up in many shapes and flavors, reflecting the diverse ways this term appears in conversations today. Early in the history of any new normative concept, one can find similar, but perhaps not so widely varying, views on the subject at hand.

Sustainability and its derivatives fall into the same class as a few of the key concepts underlying liberal democracies everywhere—like equality, freedom, and liberty—that are explicitly written into the founding documents of the United States. Such terms have been called “essentially contested concepts” (ECCs), signifying that there is an ongoing, never-ending dispute about both the meaning and the degree to which one can attain whatever is named by the concept (Gallie, 1956). I recall a recent allusion to

tempt further to define the kinds of material I understand to be embraced within that shorthand description; and perhaps I could never succeed in intelligibly doing so. *But I know it when I see it*, and the motion picture involved in this case is not that” (emphasis added).

The second point about ECCs is that they cannot be managed in the deterministic sense that “management” implies: that a manager operates according to some set of rules describing the behavior of the system being managed, and further that the outcome can be measured according to some quantifiable metric. So goes one of the most famous of management mantras, “You can’t manage what you don’t measure.” If I push a little here, the system will move to the place I want it to be. This apparent limitation is just that, apparent. The biggest challenge to those who construct or oversee human-made complex systems or oversee natural systems is to make sure that



designed
to
open





designed
to
last



Bigger market,
greater impact



Changing
the industry



Challenging a
broken system




A better way of
doing business



We dare to care:
the Fairphone
Community



Dare to imagine
a better future



2019 Highlight:
Launching the
phone that cares



Care for people
and planet

**LIVE
ZERO**

**LOVE
CARBON**



**LEAD
THE INDUSTRIAL
RE-REVOLUTION**

**LET
NATURE COOL**

A hiker with a red backpack and blue jacket is walking on a cracked, icy surface. The hiker is positioned on the right side of the frame, moving towards the left. The ground is covered in a network of dark, irregular cracks, suggesting a frozen body of water or a glacier. The overall tone is cold and desolate.

patagonia®

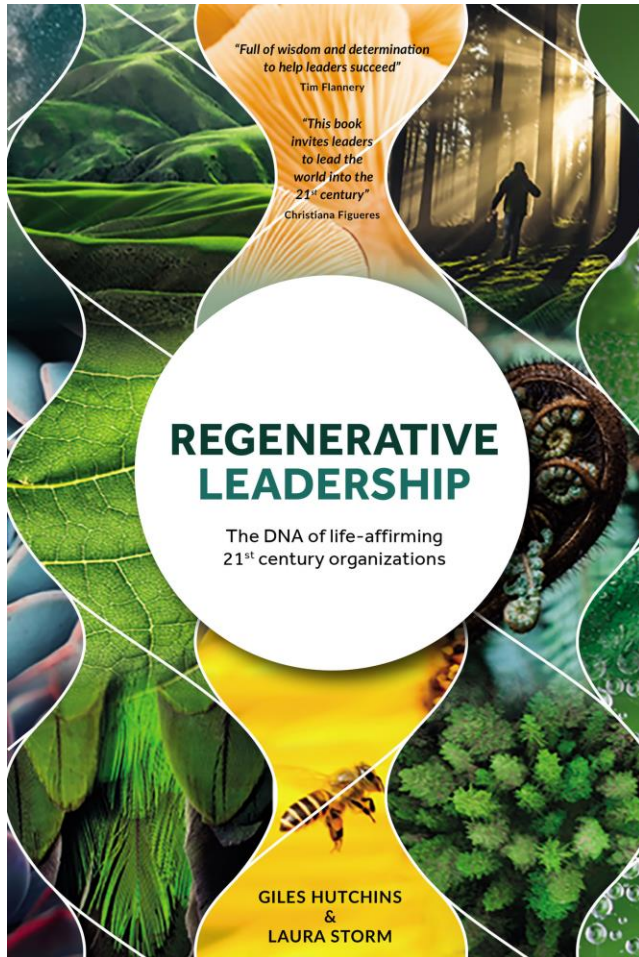
We're in business to save our home planet.

Photo Credit: Tyler Roemer

**Buy Less,
Demand
More.**

**You have the power to change
the way clothes are made.**

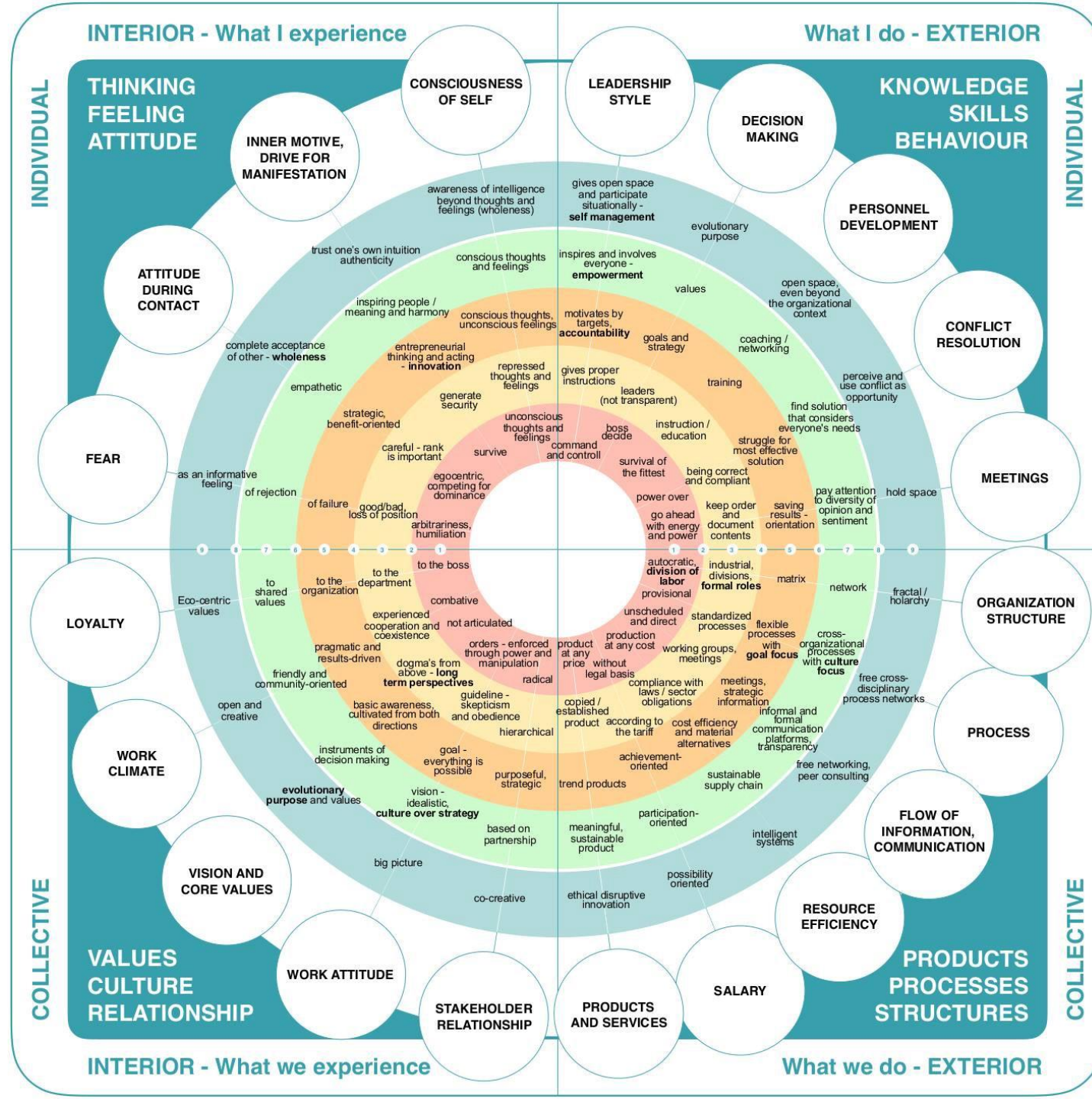
Why Regenerative Organic?



**"Impressive! Brilliant!
This book is a
world changer!"**
— JENNY WADE, Ph.D.
author of *Changes of Mind*

Reinventing organizations

A Guide to Creating Organizations
Inspired by the Next Stage of Human Consciousness



Kaynak: Frederic Laloux



Future-Fit Business

Global Challenges

Environmental and socioeconomic issues we must address if we are to transition to a sustainable future.

Systems Conditions

A science-based definition of how society must operate if it is to become truly sustainable.

Business Principles

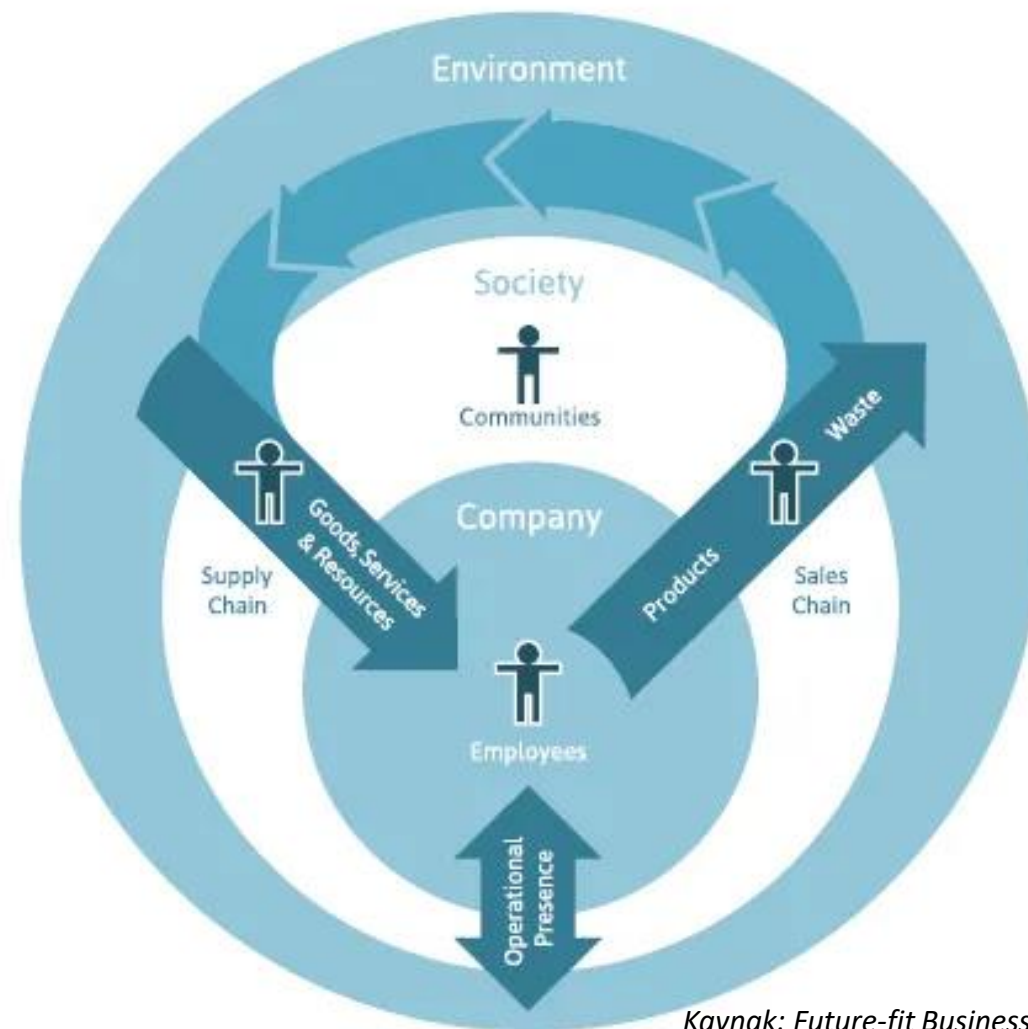
How companies must operate if they are to be part of such a truly sustainable society.

Future-Fit Goals

Performance thresholds that every company must reach to help (and not hinder) society's transition.

Business Benefits

Benefits to the business *beyond* protecting the social and natural infrastructure it depends upon.





Sustainability
matters.

Teşekkür ederim.

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Ahmet Eren Öztürk



@aerenozturk