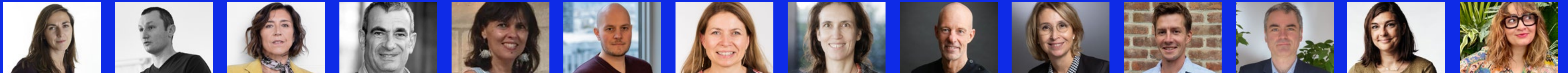


By LittleBig Connection and AXA Climate

Sustainability, the skills to develop in order to transform your company

14 professionals at the heart of sustainable business transformation



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Foreword

Henceforth companies have to face up to a transition of the same magnitude as the one that began with the "digital revolution": that of the sustainable transition.

On many levels, this transition involves both ethical considerations and practical know-how, environmental approaches and social and governance issues. It is so pervasive in the professional world that the question of its impact, previously confined to a few pioneering projects, is progressively becoming an **essential part of business strategic planning**.

As with any paradigm shift, the costs of inaction become more visible every day. This is the case for the brand image, which raises questions for the consumer as well as for future and current employees. The same is true for investors, who are more and more reluctant to associate themselves with companies that haven't accepted the scale of change. And yet, there are many reasons to get going: market share, the competition for talent, easier access to financing... All of these constitute a popular groundswell which considers the programmed destruction of our planetary living conditions unacceptable, which in turn leads to more and more exacting laws and standards. In this **unprecedented paradigm**, legislation acts both to encourage stragglers and to accelerate the process of transition, in a distinct contrast with the digital revolution.

Where within organizations does this transition take place? All sectors, at every level, and all professions seem to be implicated. And for good reason: social and environmental issues are forcing every professional to question the way they work. In the same way that the digital transition was not only a job for IT specialists and data scientists but also changed the way Human Resources and finance professionals operated, so the sustainable transition can't remain confined to the CSR department alone. For us, "**Every job will be a green job**" seems to be a simple, yet highly functional conviction to draw from the previous wave of transformation that companies have experienced.

But if new professions are emerging and all the others are being transformed, the most crucial questions remain unanswered when it comes to transforming one's own activity: **What are new professions going to look like? What new skills will they require? What new knowledge? What are the urgent issues, profession by profession, department by department?**

Although it's too soon for definitive answers, we've decided to produce this white paper to lay out a primary review of current practices. Through different profiles of professionals, we propose that you take inspiration from those who are already leading the way, whether by assuming the roles of the "new professions", or by adopting the changes within a profession that is transforming itself so as to operate sustainably in a way that is vital for our societies.

Hopefully, this will serve to speed things up even more.



Constance Névoret
CEO
LittleBig Connection



Antoine Yeretian
Director of Development
& Partnerships
AXA Climate



01

Professionals in emerging sectors

- **Stéphane Belot**, Director of Ecological and Social Transition
- **Anne Desormais**, Extra-Financial Information Leader
- **Jean-Sébastien Tronchon**, Consultant, Business model transition
- **Anaïs Therond**, Biodiversity Manager
- **Marie Garnier**, Director of Excellence and Sustainable Development

« I summarize my job as igniting a spark and keeping the flame alive »»



Stéphane Belot

Director of Solidarity and Ecological Transition at Electro Depot

Career summary:

- Studies in distribution management and marketing
- First steps at Electro Depot as Purchasing Director then Brand Director
- Created his position as Director of Ecological and Social Transition in his company

What is your role at your job?

I sum up my job as **lighting a spark** and **keeping the flame alive**. Lighting a spark means getting the whole company moving in order to change the **whole business model**. Keeping the flame alive means evaluating quantitative indicators and clearly **defining** transitional projects so that the impetus doesn't stall.

More concretely, we are working on our **carbon reduction** within a precise and quantified framework based on the SBTi. 80% of our carbon impact corresponds to the products we sell: the two main pillars of our strategy are therefore eco-design and the circular economy.

We also focus on **social issues**: each of our 104 stores works with a local association on things linked to the environment or solidarity. This action takes the form of product donations and employee collaboration.

What are the main changes that you've observed over the past 5 years ?

We are going through a **change** that is at least as powerful as the digitalization of companies. Digitization has impacted everything, not just the website but all jobs. I think that the ecological transition will produce the same effects.

"We are working on our carbon reduction within a precise and quantified framework based on the SBTi. "

Moreover one can see that the ecological transition is finally taking its place within the governance bodies. In most companies, it has been understood that it is a **key issue and a key position** in the management teams. The big task will be to **transform the dinosaurs of the old world**.

What is your advice to those who want to embark on an ambitious sustainable transformation?

My first piece of advice is to check that all the planets are aligned: the shareholders, the CEO, the board of directors and all the teams. The governance bodies must absolutely be involved in the process from the start, otherwise there is a risk of greenwashing or of energy being dissipated.

My second piece of advice is to get together some numbers **as soon as possible**. You can only make progress on what you measure.



On his bedside table:

The Donut Theory: Tomorrow's Economy in 7 Principles, Kate Raworth

"In my opinion, this book on the donut theory is indispensable for understanding planetary limits since it explains, among other things, how the ecological and solidarity transitions go hand in hand."

« Doing better and allowing others to grow. »»

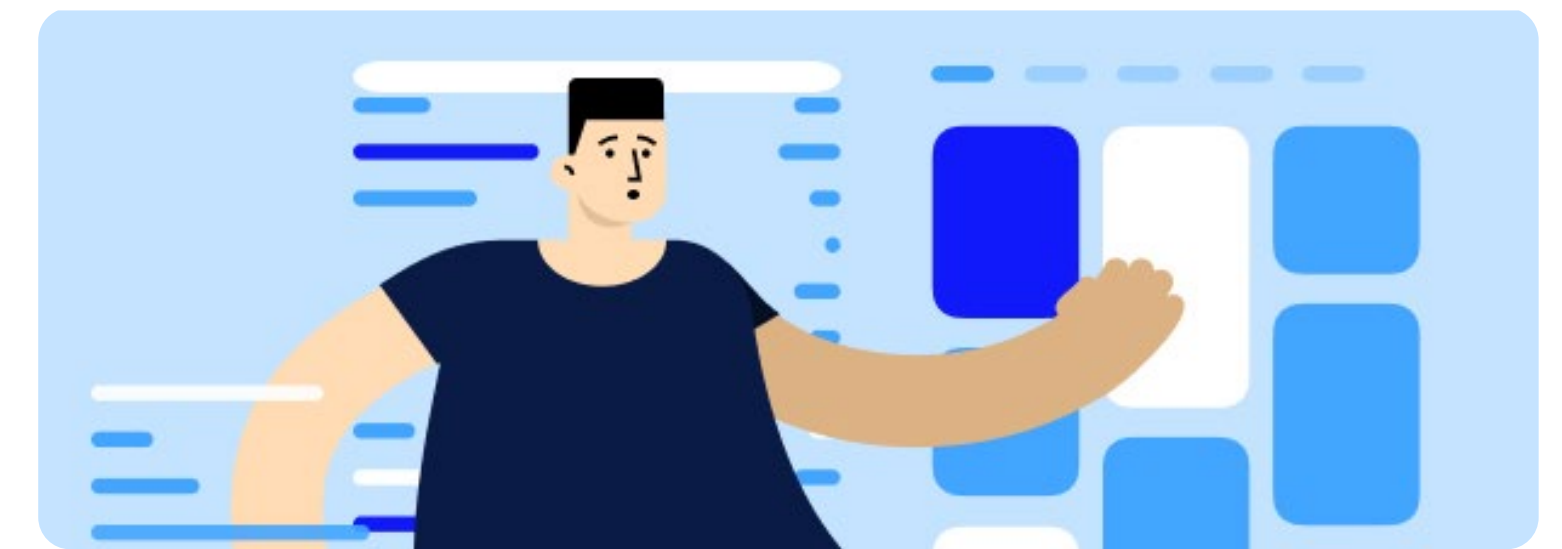


Anne Desormais

Extra-Financial Information Leader at Decathlon

Career summary

- Communication studies
- Communication manager at Cofidis then Mobivia
- Leader, Extra-Financial Information at Decathlon



What advice would you give to a company that is starting out in extra-financial reporting?

Above all, **do not think about the result**. Reporting is first and foremost about implementing the company's transitioning ambitions: conceiving them, structuring them, and getting the real participants of these objectives around the table. It's a task laced with humility: one must have the courage to deliver their successes as well as their failures. It's this sharing of virtuous or corrective action plans that will allow for self-correction, for doing better and for others to develop.

What is the biggest change you have seen in your profession in the last 5 years?

The increasing **complexity**. When I started 15 years ago, it was enough to count your carbon emissions. Today, the data is dissected, attributed, and broken down into all areas and dimensions of the company, in order to have the most precise and most impactful means of action possible. It's now understood that responsibility doesn't stop at the limits of the company but also extends to **partnerships** and **societal commitments**. Incidentally, I'm pleased to see that the absolutely natural link between environmental preservation and social progress is becoming more and more prevalent.

How did you get here?

I am fortunate to have built my career while integrating the complex notions of **corporate responsibility as I went along**. When I started my career, sustainable development was just one topic among others, not yet a priority. Companies were not yet accountable for their overall activity; it was the early days of the carbon footprint. Today, the burden of proof seems obvious to me and the education around the subject is exciting.

«Data collection on the company's social, environmental and societal responsibility is at the heart of the operation.»

Can you tell us about your job?

Data collection on the company's social, environmental and societal responsibility is at the heart of the operation. The challenge is to transform this quantitative and qualitative data so that it is as accessible, **clear** and **transparent** as possible. As the resultant document is subject to an audit process, it must be fully **verifiable** and backed up by evidence. The extra-financial performance statement is a final document, but it is above all an **annual process** that is constantly renewed. As soon as the result is delivered, it's time to start preparing the next one.

« Examining the real reasons for this transformation. »»



Jean-Sébastien Tronchon

Consultant in transitioning sustainable economic models / Referent Immaterra Hauts-De-France

Career summary

- Engineering studies
- 13 years at Decathlon in positions related to sustainable development and the circular economy
- The spark that led him to his current position

⊕ For further reading:

The podcast "Vlan !" by Grégory Pouy

"It tackles the subject of ecology in a wide cross-section of society, the environment, the process of change, how it affects life, etc".

What is your job?

I accompany organizations (public, private, associations etc.) in the transformation of their economic model towards greater sustainability and resilience. The backbone of our approach is the **Economy of Functionality and Cooperation (EFC)**, but we use many tools relating to **coaching**, **collective intelligence** (facilitation) and **change management**.

Thus my job is to be a "sports coach" for a company that's decided to prepare for a marathon. I accompany them in the attainment of their goals, without injury, in a fun and joyful way.

What was the trigger that led you to your vocation?

To have understood emotionally and analytically that companies that build an economic model **based on the volume of units sold** (products or services) and infinite growth, cannot in any way claim that it's a sustainable, long-term model.

"My job is to be a "sports coach" for a company that's decided to prepare for a marathon."

What advice would you give to a company embarking on a sustainable transformation?

Start by **asking** yourself the underlying reasons for this transformation. Many companies are "transforming" but without having asked the question "Why do we need to do it?" Even more, invite key stakeholders (partners, customers and suppliers...). This will allow a real first step towards the **humility** and the capacity for self-analysis that cooperation requires.



📖 On his bedside table

"L'entraide : l'autre loi de la jungle" by Gauthier Chapelle & Pablo Servigné

"A little manual of contemporary resistance" by Cyril Dion

Arnaud Riou's "New wise men"

« Putting humanity back at the heart of corporate strategy and culture. »»



Anaïs Therond

Freelance Program Design & Biodiversity on assignment at MAIF

Career summary

- Multidisciplinary studies: Sociology, Political Science, Protected Area Management, Marketing & Strategy
- First experience at “the camp”, an innovation campus dedicated to positive impact, where she works with and supports strategic private partners
- Second mission with MAIF for the design of an acculturation program for General Management and the Board of Directors in order to prepare the future strategic plan + a biodiversity mission where she assimilated and highlighted the links between business and biodiversity + a mission of assimilation of environmental issues for several strategic teams
- Creation of the Vivant.e.s podcast with the media group ‘SoGood’
- Speaker at HEC on earthly limits

What are the qualities needed to work on biodiversity strategy issues?

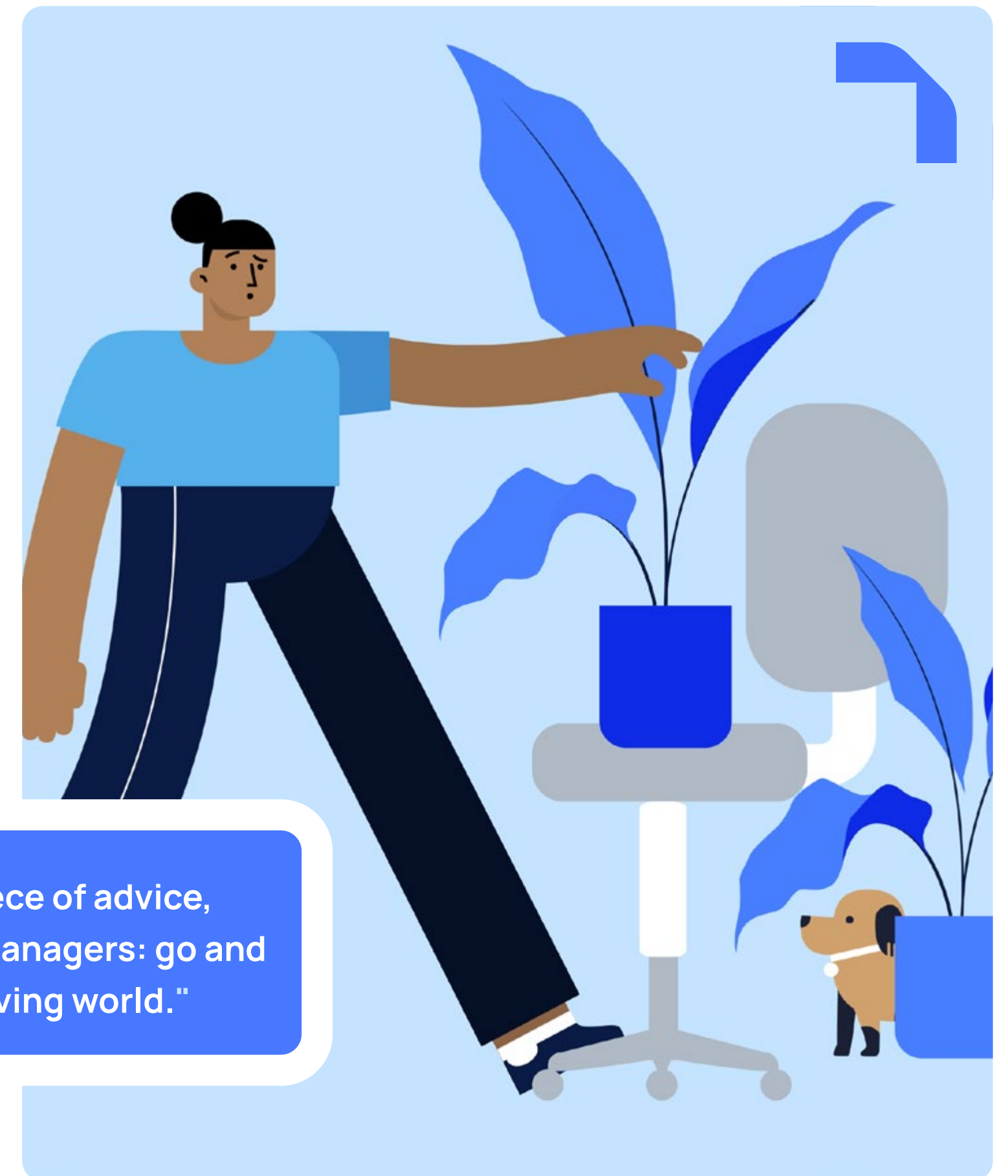
You must already have a strong personality: **passionate**, tenacious, enthusiastic, with strong convictions. As for the traits to develop, I would say **diplomacy** and **interpretation**. When we’re faced with less sensitive teams, we must be able to translate environmental issues into corporate issues. You have to **adapt to the company’s language** with diplomacy to show how much human and company survival depends on the environmental situation. Adapting to your interlocutor doesn’t mean compromising your values, but rather **putting the odds on your side by convincing him**.

What should companies put in place to reduce their Impact?

They should **measure their reliance and impact on biodiversity**. We often look at environmental issues in terms of Impact, but it’s essential to go beyond this approach and understand that our activities are dependent on biodiversity. And therefore that the company isn’t above nature, but is totally dependent on it. Another piece of advice, especially for managers: **go and meet the living world** and those who protect it. Organize two or three-day pedagogic excursions in the field. You’ll come out more alive, more sensitive, more committed, and with a strong feeling of why you should act, **now**.

More of an idealist or a pragmatist?

It’s not a question of “or” but rather of “**and**”. When working on environmental issues, we are, in fact, pragmatic because the scientific facts are there. At the same time, we have to retain an **attitude of hopefulness** - rather than idealism, otherwise what is the point of the struggle? We need to keep a fix on a positive future to reinforce the meaning of our actions. Moreover, working towards this goal brings joy. We don’t say it enough, but how rewarding and nourishing it is to work for something bigger than one’s self!



“Another piece of advice, especially for managers: go and meet the living world.”

On her bedside table:

“*Manières d’être vivant*” by Baptise Morizot

“This book has put words to such a powerful personal feeling. It is a social, political and moral necessity that reminds us that we are not alone, nor are we superior, and that we belong to such a powerful living whole.”

« Explore, analyze, share, demonstrate, and always be ready to start over. »



Marie Garnier

Director, Quality and Sustainable Development, at Métro

Career summary

- Studies in animal and plant biology
- Quality Director at Monoprix
- Quality Manager for METRO, number one in wholesale food distribution.

Can you tell us about your job?

There are so many facets... On the one hand, a lot of **monitoring**, analysis and understanding of the impacts that the challenges of a sustainable economy and lifestyle will have on a company. Likewise, continuous analysis of the actions **already undertaken** within the company, so as to capitalize on good practices and create a dynamic which frees up new initiatives.

On the other hand, I have to set up and administer a reliable **system** that shares all its objectives with everyone and measures the results of the actions undertaken. This goes hand in hand with **regular communication**, both **internally** and externally, to explain the challenges, projects and plans. I justify my work through the creation of reports, guides and key metrics.

To summarize, I have to explore, analyze, share, build, facilitate, prove, measure and always be ready to begin again.

What advice would you give to a company embarking on an ambitious sustainable transformation?

Start by **listing** everything that has already been done to show that you are already on the path. This means involving all the different teams in order to **co-produce detailed roadmaps** that can be communicated, followed and whose results will be shared. Finally, you need to set up **agile, autonomous groups** that will travel further than you could ever imagine.

"It requires perseverance to move from surprise, to listening, and then action."

What quality to possess or develop when managing Sustainable Development?

Perseverance and resilience.

On a subject that can sometimes (but less and less) seem remote from the company's core business, the person who manages Sustainable Development must **address all the roles** within the company to implicate them in this awareness and transformation. It requires perseverance to move **from surprise, to listening, and then action**. And since life in a company is not a long, tranquil river, and all jobs have thousands of priorities, nothing can be taken for granted. So it's necessary to stay in touch, meet the new teams, and connect to new projects so that the CSR dimension is always well integrated.



More of an idealist or a pragmatist?

A pragmatist! As the saying goes, "you climb a mountain one step at a time". Anchoring a CSR strategy requires time, concrete actions and the feeling that everyone can contribute, whatever their job or function.

« True sustainable transformation must be considered a priority. »

What was the trigger that led you to your vocation?

No matter what trajectory the climate crisis takes, I want to be able to look my children and grandchildren in the eye and know that I've worked towards the avoidance of disaster.



Pierre-Olivier Brodeur

Lead Sustainability and decarbonization projects incubator at the Business Development Bank of Canada

Career summary

- Doctorate in Literature, position with the Commission of Inquiry into corruption in the Construction Industry
- Manager at the Business Development Bank of Canada, a government institution dedicated to supporting Canadian SMEs
- 2e cycle diploma in sustainable development management



What is your job?

I lead a team of a dozen professionals from different backgrounds. Together, we develop **financial products** (loans) and **non-financial** (consulting services, information sites) to **help SMEs** reduce their greenhouse gas emissions.

My role is to formulate and develop a strategy for the launch and evolution of products, to support and coach the team members and to provide them with the means and conditions necessary for the success of their mission.

What advice would you give to those embarking on an ambitious sustainable transformation?

True transformation cannot succeed if it's treated as just another project: it must be the **priority**. This means allocating adequate financial resources, freeing up time so that employees can focus on this transition, and clearly communicate the strategic importance of what you're in the process of accomplishing.

I would add that a transformation of this type is both very exciting and very demanding for the employees: make sure to manage it with **goodwill**.

What would be the first thing you would change in your industry if you had the means?

The focus today is too much on commitments and **not enough on action**. Recently, we have participated in numerous commitments by both private and public bodies to reduce their greenhouse gas emissions, but with a **relatively distant target date**. Several organizations have committed to achieving carbon neutrality by 2050. But how many of them are already putting in place the strategies and means to achieve this?



"The focus today is too much on commitments and not enough on action."



02

Professionals whose jobs have adapted to the demands of sustainable transformation

- **Valérie Decamp**, General Manager
- **Céline Lescop**, Lead Digital Sustainability & Data Architect
- **Xavier Molinié**, Human Resources Director
- **Delphine Gilet**, Responsible Purchasing Director
- **Pierre Lemaire**, After Sales Service Leader
- **Géraldine Gouges**, Head of Responsible Investment
- **Guillaume Bouny**, Head of Entreprise Risk Management
- **Séverine Dubois**, Director of CSR, Training and Communication in the Purchasing Department

« We must move on to promoting more sober and responsible behavior. »»



Valérie Decamp

Executive Director of Mediatransports

Career summary

- Joined Médiatransports in 2013, where she was responsible for the digitalization of the advertising network
- Continues to transform the company to meet today's environmental challenges

What are the new challenges linked to sustainable transformation for Marketing and Communication, and Mediatransports?

The major challenge is to **redefine the business of advertising**. From promoting mass consumption, we must move to promoting more sober and responsible behavior in an attempt to meet environmental challenges. In 2015, for example, these reflections led to the redefinition of the company's raison d'être, "Contribute to the development of sustainable mobility through innovation and creativity"; as well as the review of our signature slogan "Mediatransports for useful advertising".

We now wish to devote a portion of our advertising inventory to NGOs, collectives and associations whose objective is to raise awareness of environmental issues among the general public and companies and to **promote more responsible consumption**.

The other important issue is **transparency**. Companies must now be more transparent and truthful in their communication strategy, embracing their strong points but also admitting their weaknesses.

"Companies must now be more transparent and truthful in their communication strategy, embracing their strong points but also admitting their weaknesses."

Can you tell us more about the changes that Mediatransports has made to accompany this new positioning?

We have begun by defining new guidelines for our sales and marketing practices so that the criterion of sales volume is no longer the only one considered and is accompanied by questions regarding responsibility, sustainability and moderation.

At one level for example, we will set up a **responsible pricing** structure that will take into account the degree of eco-responsibility of the publicity and also of the advertiser. At another level, we have set up different **procedures for reviewing and validating** our advertisers' messages in an effort to limit greenwashing.

In addition to our reflections on the very essence of our business, we are also seeking to limit our **carbon footprint** and our **energy consumption**. Among other things, we have carried out a complete diagnosis of the business of our screen installations, which enabled us to remodel our projections for the next ten years, combining revenue growth with a reduction in our carbon footprint.

Similarly, we have made major changes to our systems and equipment for SNCF and RATP, leading to the same results. We are also working towards greater **energy efficiency**: we have been turning off all our screens at night for the past 10 years, and we are currently considering extending this period. We are also working on optimizing the brightness of our screens.

But none of this would be possible without the involvement of our employees, whom we support through awareness-raising exercises and dedicated training courses so that they can understand the issues and become the driving force behind this transition.

We still have a long way to go and a critical question to answer: will we manage to demonstrate that our residual footprint can be useful and that it can contribute to the common good?

On her bedside table

"Taking care of life, oneself, others and nature" by a group of authors including Matthieu Ricard: to accelerate awareness and sincerely and deeply embody the challenges of transition

"L'entreprise contributive: Concilier monde des affaires et limites planétaires" by Fabrice Bonnifet and Céline Puff Ardichvili, for the different ways of thinking that have been brought to light, even if they are aimed more at very large companies

« We need to acquire the ability to measure the environmental footprint of digital. »

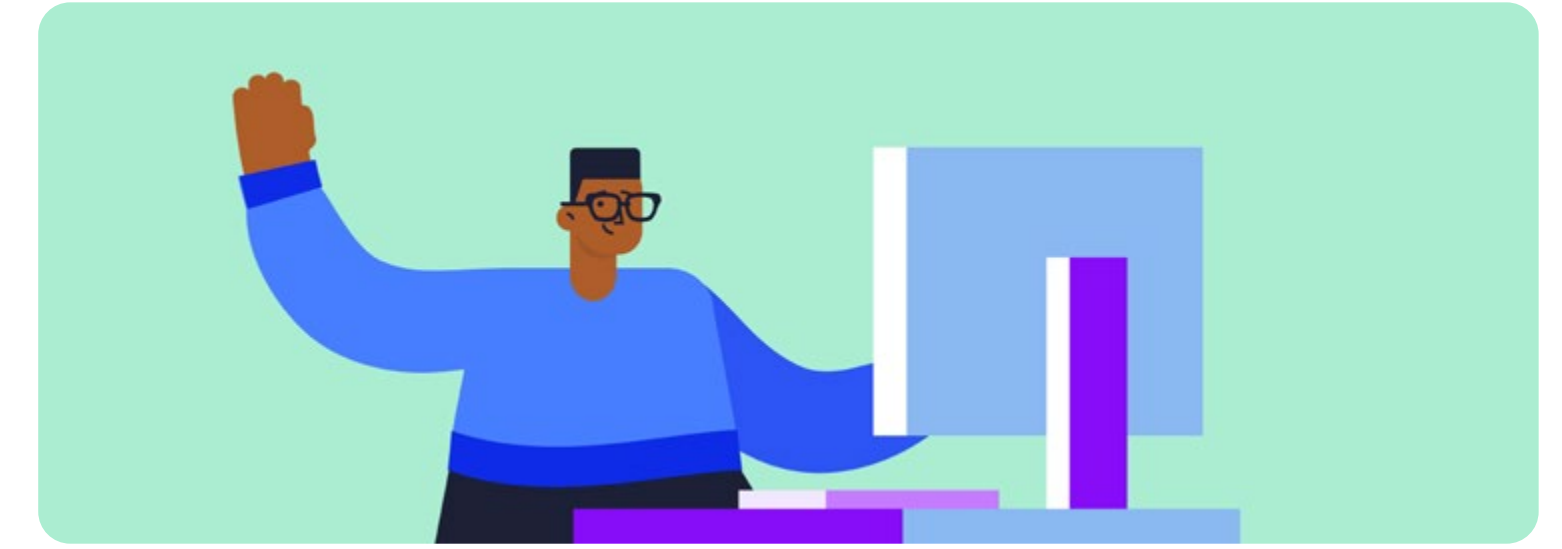


Céline Lescop

Lead Digital Sustainability & Data Architect at AXA Group Operations

Career summary

- Computer engineering studies
- Joined AXA group in March 2017 where she currently holds an Enterprise Architect position in the Technology Office
- Appointed in March 2020 as head of AXA Group's "Digital Sustainability" program, whose objective is to measure and reduce the environmental Impact of the digital equipment of AXA's operations.



Sur sa table de chevet :

Regarding technology and IT, I would suggest "*L'âge des low tech*" by Philippe Bihouix

"Que peut le numérique pour la transition écologique ? État des lieux de l'empreinte écologique du numérique et étude de ses impacts positifs annoncés pour la transition" written by Gauthier Roussilhe in March 2021

What challenges does the IT sector face when dealing with sustainable transformation?

The environmental footprint of the **digital** sector in terms of greenhouse gases is significant (between 3.5% and 4% in 2021), growing (6% per year) and needs to be stabilized and reduced in order to comply with the Paris agreements and AXA's public commitment to reduce its emissions. This aspect of the information system has been very little studied or taught in companies until 2020. We need to equip all IT professionals to **understand the Impact** and **reduce it**. This response is essential for the sustainable transformation of the company because the use of digital technology concerns almost all areas of the company and is still growing, with multiple knock-on consequences. If this growth dynamic is maintained, it's likely to cause the **sustainable transformation to fail**.

How is the transformation of the IT sector at AXA taking shape?

In March 2020, AXA Group Operation launched a "**Digital Sustainability**" program with a central steering committee for which I was responsible and correspondents in each entity (Digital Sustainability Lead). This program has made it possible to complete AXA's carbon footprint statement, which has now been made public, together with AXA's digital carbon footprint.

The sustainable transformation of the IT domain won't stop there, the question of **reducing the Impact of each digital service provided** will gradually become the daily occupation of all IT jobs; we will also have to learn to differentiate vital, essential, or superfluous, wasted services, to arbitrate forcefully with the other sectors, and to prepare survival strategies for dealing with climatic hazards and disruption in the supply chains of certain resources.

Her 3 tips for starting a sustainable IT transformation

- My first piece of advice is to spend time understanding the "energy/climate/biodiversity" problem to be able to form an opinion as close as possible to the state of scientific knowledge and of course to understand **how digital technology fits into this crisis**. The ability to measure the environmental footprint of digital technology is a skill that must be acquired.
- The second tip would be to **network** internally and externally with people who are looking to reduce the environmental Impact of IT.
- Finally, my third piece of advice is to **start taking action**, as regularly as possible, to address the problem and also to celebrate even minor victories!

« Rediscover a form of intellectual coherence between our habits and our environmental concerns. »



Xavier Molinié

Human Resources
Director at Critizr

On his bedside table

L'anomalie by Hervé Le Tellier, for his reflections on society



His opening remarks:

Today for me the issue goes far beyond organizational changes within the company. **It is our vision of and for the future that needs to be (re)defined**, by addressing issues such as the universal wage or how to rethink capitalism to ensure a better redistribution of wealth at the international and national levels. I think we would also benefit from **taking a step back** from our current way of life and **consumption patterns** to find a form of intellectual consistency between our habits and our environmental concerns.

What are the new challenges associated with sustainable transformation for the HR sector?

The key issue for me is defining (or reinforcing) **the company's social and environmental responsibility**. First of all, to make a strong societal contribution and to be more up-to-date with current issues, but also to maintain the competitiveness of the company since CSR is becoming a discriminating criterion in much of the tendering process. It's a profound, multi-disciplinary approach that should be implemented, through a multitude of initiatives so as to have a significant and lasting impact. But above all, the policy has to be **sincerely embraced by the employees**. At Critizr, we see a real commitment on the part of our employees, whom we support in the implementation of various initiatives, such as skills partnerships, with a dedicated day per month per employee.

The other major challenge is to reinforce the company's responsibility in **Health, Safety and Environmental policies**. These policies must take greater account of environmental issues and impacts to ensure a safe and healthy environment, both within and outside the company. In particular this includes **reducing the environmental footprint of the HR department and the company** in general (mobility, facilities management, digitalization, etc.) and developing **new working conditions** (telecommuting, adjusting work contracts to adapt working hours in the event of heat waves, etc.).

A shared perspective with Antoine Poincaré, Director of Climate School

As Hervé Le Tellier points out, **HR departments have a key role to play in employee engagement**. By identifying the employees who are the most active on these issues, by accompanying them, and by highlighting the company's long-term commitments, they safeguard the company brand and ensure the mobilization of each employee in the service of the transition.

HR departments also have to anticipate **the changes in skills required for the company's sustainable transition**. This ranges from the expansion of CSR teams to the acquisition of new skills in areas such as Green IT, carbon accounting and even new methods of communication. There can be no transition without cultural adaptation and the upgrading of skills; on these points, we can expect an increasing struggle for talent

And tomorrow, what do you think will be the new prerogatives of the HR department?

We can imagine some of them, but in my opinion, the HR department should acquire an even more personal dimension, over and above the "social" connections governed by the regulatory and legal framework. HR could also contribute to the development and implementation of a measurement of the company's "human capital", going beyond simple financial accounting. But the most important thing, in my opinion, will be to **reinforce the social and inclusive role of the company**, associated with the development of mechanisms for collective and individual valorization, according to contribution.

" The key issue is defining the company's social and environmental responsibility. "

« The buyer's job is in complete evolution, which makes it complex and exciting! »»



Delphine Gilet

Responsible Purchasing Director at Epsa

Career summary

- First position as a buyer in the luxury goods industry in 2000
- Joined EPSA in 2018, a sustainable performance consulting firm, as a Senior Purchasing Consultant
- Creation of the Responsible Purchasing Division in 2020

Can you tell us about your job?

I work for EPSA's Responsible Purchasing division, which focuses on the luxury sector. With my team of consultants, we help companies to make **more ethical purchases** and to implement **responsible strategies** so as to optimize their moral and environmental footprint. To do this, we train their purchasing teams, we share with them the right tools such as purchasing risk maps, specific labels... We also help them to set up roadmaps, for example on decarbonization, with precisely planned objectives, proposals for action plans...

The buyer has a new role in the company: he is the one who reconciles the **economic objectives laid out** by the general management and the **ecological and social objectives** communicated by the CSR department. He is no longer a cost killer: he must now consider the collateral social and environmental impacts so as to give meaning to his job.

" With my team of consultants, we help companies to make more ethical purchases and to implement responsible strategies so as to optimize their moral and environmental footprint "

What advice would you give to a company embarking on a friendly sustainable transformation?

Get started **now** because everything is changing. The longer we put it off, the more problems we face. For example, today we are faced with the increasing cost of raw materials, shortages and interruptions. Responsible purchasing makes it possible to deal with this.

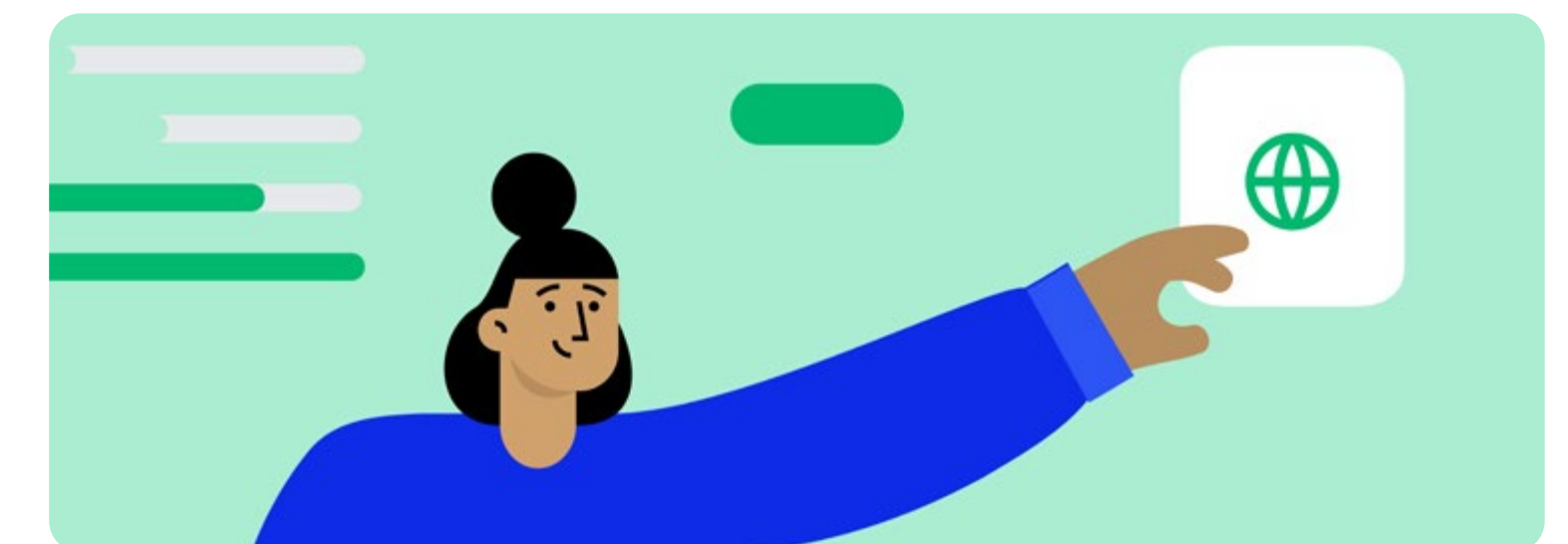
"Get started now because everything is changing. "

What was the trigger that led you to your vocation?

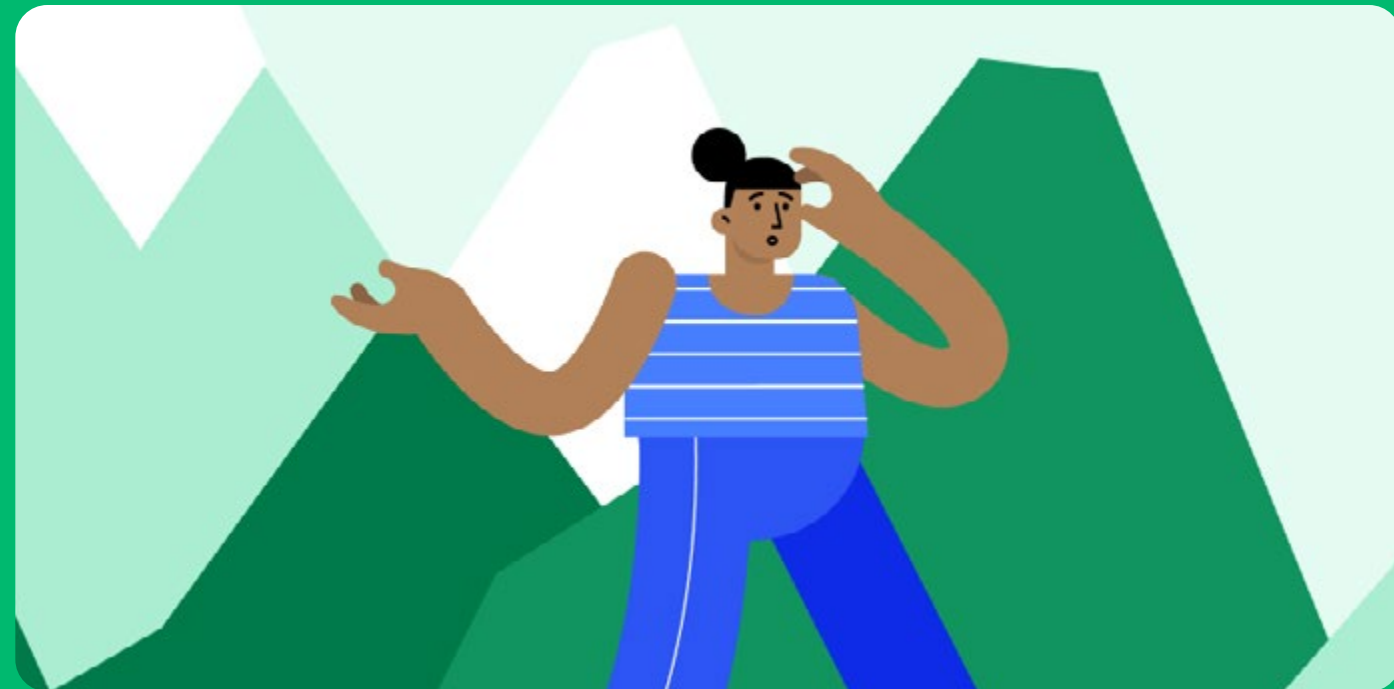
During my experience in the luxury industry, when I did social audits in factories in China, I discovered practices that didn't correspond to the CSR policy of the company I was working for. At the time, I asked my CEO if we really wanted to continue working with them after what we had found. And we were supported by the management. **It made sense**. I then said to myself that I would like to go deeper into these subjects.

What has been the biggest change you've seen in the last 5 years?

Considering social and environmental repercussions has changed the buyer's job. In the current context of climate change, **the buyer is becoming strategic** in the implementation of climate policy and the reduction of greenhouse gases. All companies, for reasons of reputation, prestige as an employer, communication with stakeholders, and risk management, must implement a structured and efficient responsible purchasing strategy.



« Value is not necessarily where you expect it to be. »»



Pierre Lemaire

After Sales Leader at Adeo

Career summary

- Engineering studies
- Consultant, industrial purchasing
- Project Manager for After-Sales Service, then Innovation Manager at Leroy Merlin
- After Sales Leader at Adeo

What's the daily routine of your job?

My current mission is to develop the after-sales activity through the deployment of dedicated computer systems in our stores and the setting up of an organization to repair our products. As soon as we manage the after-sales service, the next logical step is to develop the second life of products, using the same chain to control and eventually recondition these products.

As soon as we manage the after-sales service, the next logical step is to **develop the second life** of products, using the same supply chain to control and eventually recondition these products.

My objectives in short: to take care of our customers in case of product failure, to find a solution for them, and to keep our promise of reparability once we have made a commitment.

" You must be able to discuss a technical problem with a repairer or with the CEO "

What qualities do you consider necessary in your work?

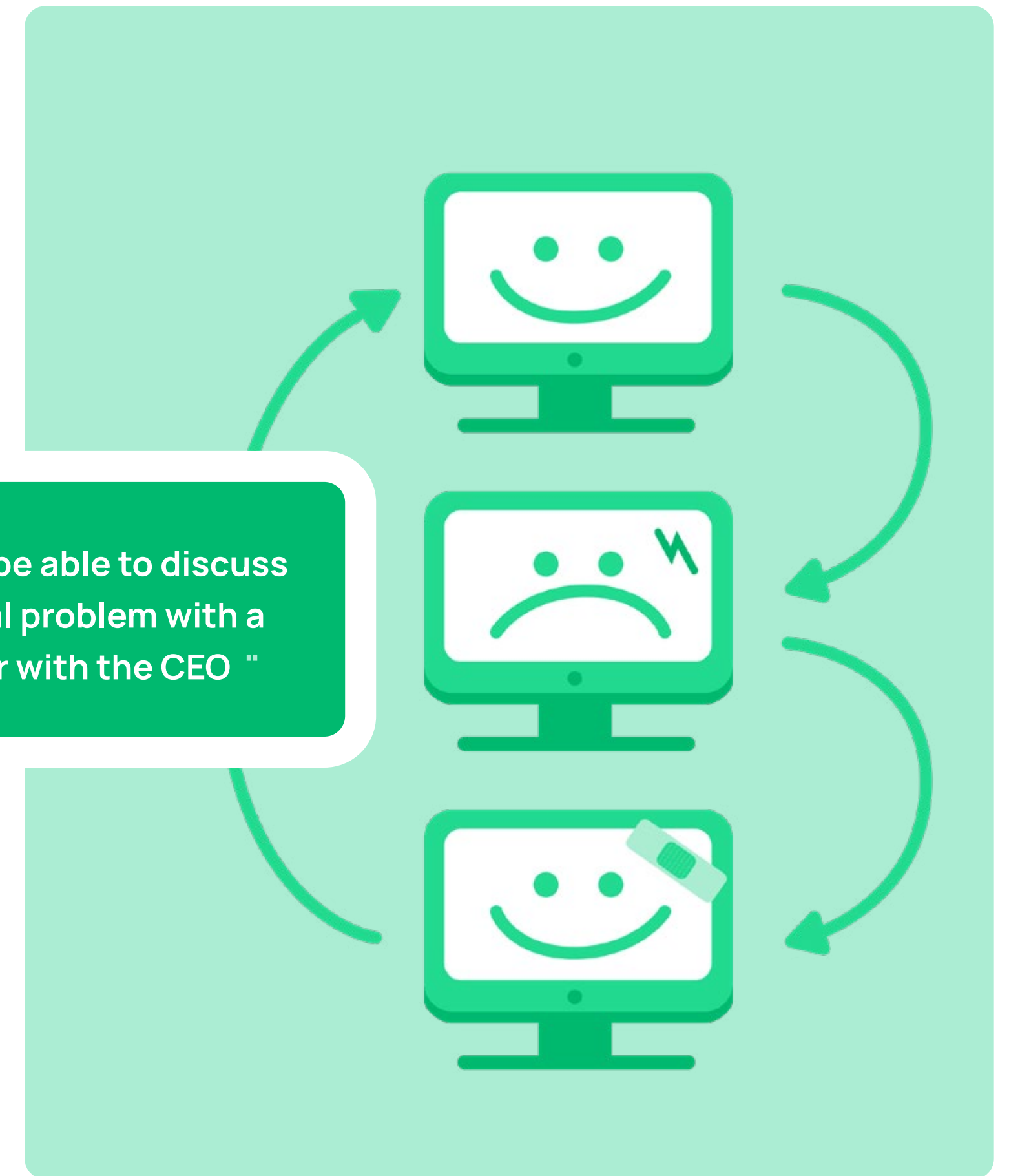
Resilience: There are so many habits and cultural changes to be managed in this cross-functional business that a great quality to have is perseverance. This is especially the case in retail companies.

Convictions! Because they are at the foundation for resilience.

Adaptation: you must be able to discuss a very technical problem with a repairer or with the CEO of one of our brands to present the challenges of after-sales service, (which are much broader than just the economic aspect). The aim is of course to get them to invest in our after-sales service.

What advice would you give to a company wishing to explore new business models?

Take a chance, test things out, make investments, and accept the long-term, value is not necessarily where you expect it. Make sure that these new business models are at the heart of each mission and are a real company bias.



On his bedside table:

For those who are convinced: 'Let my people go surfing' and other books by Yvon Chouinard and 'Opening a Way' by Emmanuel Faber.

For the others: Go talk to a glaciologist about the melting glaciers or an ornithologist about the collapse of bird populations. If you come across one!

« The financial sector has a major role to play in the transformation of our economy. »»



Géraldine Gouges

Group Head of Responsible Investment at Rothschild & co

Career Summary

- Contributing since 2015 to the development of the responsible investment policy of Rothschild & Co
- Appointed in 2022 as Head of Responsible Investment for the Wealth & Asset Management division of Rothschild & Co, in addition to coordinating responsible investment issues at the group level.

What for you are the drivers of sustainable finance and why do you think that they're essential?

The financial sector has a **major role** to play in the transformation of our economy towards a more sustainable model. It can set new rules for the allocation of capital, facilitate or increase the financing of certain sectors and/or companies, and thus provide a strong incentive to consider sustainability issues in corporate strategies.

There are two main driving forces behind the recent acceleration of sustainable finance: collective awareness of the **ESG** (environment, society and governance), **challenges** that need to be addressed and **regulation**. The latter introduces new obligations for issuers, institutional investors and even private clients. While giving credibility and standardizing the various approaches, ESG regulations impose the same timetable on all players and set the pace for the transition.

In my work, I also systematically address an essential element: the **materialization** of ESG **risks** and opportunities within our portfolios. It is a serious question, with tangible examples, and more promising internally than a simple regulatory injunction to which the management teams should adhere.

How do you see these changes materializing at Rothschild & Co?

Supporting the transition is a **strategic focus** for the group, which wishes to contribute through all its businesses, its influence and expertise toward the transition to a low-carbon economy. This ambition is supported by the strong involvement of our top management in sustainability issues. For example, the Group Responsible Investment Committee, which ensures the consistency of our approaches and the implementation of our roadmaps, is directly chaired by F. Pérol (Managing Partner and co-Chairman of the Executive Committee).

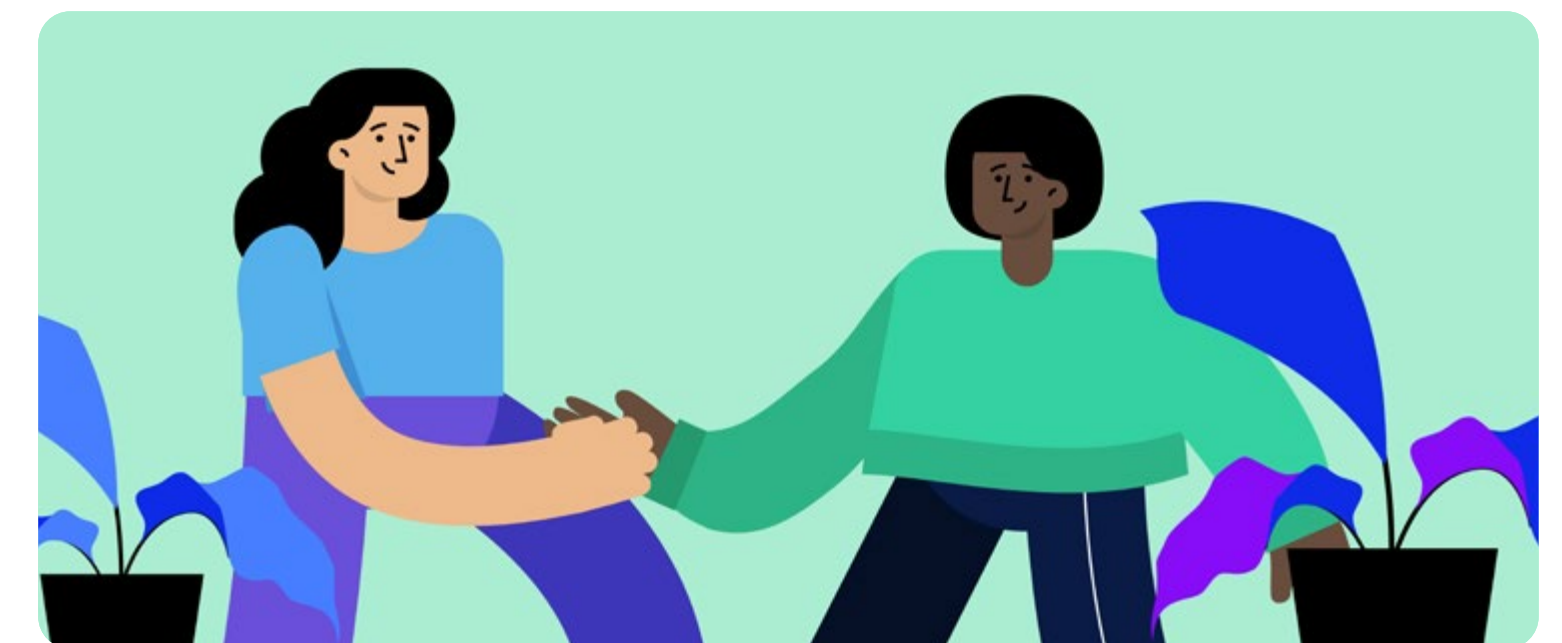
This is a **strategic and organizational evolution** that will continue over time. We are witnessing the gradual spread of sustainability reflections throughout all the Group's departments.

Raising awareness and the provision of **training on ESG issues** play a fundamental role. Transmitting scientific basics, providing specific business or regulatory knowledge and disseminating best practice is essential to involve the teams and increase their Impact day by day. ESG/Responsible Investment/Sustainability teams have been created in all of the group's business investment departments. In addition to their operational role, they are an enormous asset for effecting harmonization of the scientific knowledge-base within the teams.

What advice would you give to colleagues who are starting this work of transitioning to sustainable finance?

I would humbly advise not to make sustainability issues a separate subject but rather to integrate them fully into **existing processes** and to increase the skills of employees rather than outsource certain subjects. The appropriation of ESG issues by the largest number of employees seems to me to be essential to succeed in sustainable transformation and to avoid a **disconnection with the business issues**.

"We are witnessing the gradual spread of sustainability throughout all the Group's departments.. "



« Risk Management must play its part in building up awareness of ESG risks. »»



Guillaume Bouny

Head of Enterprise Risk Management at Worldline



What are the current and future challenges of risk management for you?

Risk Management has been strongly present in certain sectors (banking, insurance, energy, etc.) for the past twenty years or so, but it is still a relatively recent sector that is evolving and changing shape. One of the major challenges of the sector is thus to **harmonize risk management** as such and to build a global vision to be able to compare and put into perspective all the risks that an organization faces or will face in the short, medium or long term.

Another important challenge for the years to come is to **put ESG risks on the same level of consideration as other risks** (financial, operational, etc.) in order to counter the lack of attention and the inaction that has prevailed in these areas until now, and that for various reasons: to diminish negative effects on the environment and living beings, to prepare for physical and transitional risks, to preserve access to financing and talent.

Risk Management must play its part in increasing awareness.

But there is still a long way to go in facing up to today's challenges. We must extend this universal conception of risk to all levels and departments of the company, so as to arrive at a **comprehensive, unified vision**. Furthermore, given the rapid evolution of the world and the multiplying number of threats, we should also move quickly from an analysis of risk (with a "pessimistic" approach to risk) to an analysis of events, in order to have a more global vision of the impacts (both negative and positive, numerous and interdependent), and carry out this analysis jointly between

Risk Management, CSR and Strategy.

Nevertheless, it won't be possible to hedge against every risk, so it's important to have a business continuity plan, to test it and thereby develop the "resilience" of organizations.

How is the awareness of environmental risk emerging at Worldline?

There has already been a real awareness of ESG risks within Worldline, encouraged by top management that is concerned about these issues (the CSR Director reports directly to the CEO). CSR matters are included in the group's strategy with quantifiable objectives (2025 Program Trust) that directly factor into the performance of top management. In particular, Worldline has made a cultural change in its risk management by bringing together the CSR and Risk Management teams to carry out a joint analysis of these risks. This job of aligning the methodologies was necessary so as to respond with a single voice and to encourage the continued growth of internal awareness.

His 3 tips for unified risk management

- Reinforce the risk culture within the company by constantly raising the level of awareness of the various stakeholders
- Develop and share a common vision of risk and ensure that it is easily understood by top management, in particular by breaking down any data silos that may exist
- Act the role of a good parent, you have to support your teams, explain that it's an essential prerequisite for the better management of tomorrow's risks, provide adequate resources, and undergo extra training, to gain flexibility and resilience

Sur sa table de chevet :

Le monde sans fin, by Jancovici & Blain : whether you share his point of view or not, this book is a wonderful gateway to the world of energy (which, because of its complexity, was "reserved" for the initiated) in order to understand its different aspects and to open the debate.

« From now on buyers are becoming the ambassadors of the company's CSR approach »



Séverine Dubois

Director of CSR, training and communication within the Purchasing Department

Her role at Crédit Agricole

Ensuring the development of sustainable and responsible relationships with the group's suppliers, integrating the social and environmental dimension at the heart of the Purchasing strategy by supporting the employees skills development in the Purchasing business line and communication with all the players involved.

⊕ Her recommendation for learning more:

The podcast "[Le Climat en questions](#)"

What are the main challenges facing a Responsible Purchasing department?

The first major challenge is to define a **Responsible Purchasing strategy** that is consistent with the company's strategic orientation, which from now on is tilted toward the issues of climate transition and inclusivity.

This strategy is developing in close collaboration with the Group's CSR department, together with all its internal stakeholders - buyers as well as specifiers - and shared with its suppliers, as we were able to do at Crédit Agricole during our last supplier convention. With the emphasis on reducing the carbon footprint of our purchases, we are witnessing a **paradigm shift** in our operating methods. From now on, we will be working collectively, increasingly in networks, both with our suppliers and with other principals, with the shared common objective of reduction, and of using common methodologies, particularly for measurement.

The second challenge, which appears more necessary in the current context of successive health, geopolitical and economic crises, is to build responsible and truly sustainable relationships with one's **suppliers**. For this, a framework such as the LRAR Label is a valuable tool that guides purchasing departments in a continuous process of improvement.

Finally, the challenges of digitalization and data must include a degree of responsibility, to ensure the control and feedback of our actions in this area. Monitoring the carbon footprint of our purchases is becoming essential, as is considering inclusion criteria in our various purchasing options.



How is this paradigm shift taking shape in the purchasing department at Crédit Agricole?

Or how to make CSR part of the buyer's DNA? The responsible purchasing policy must be truly embodied in the daily life of the buyers, who now become ambassadors for the company's CSR approach, both vis a vis their internal stakeholders, and their suppliers.

In concrete terms, this means **implementing a responsible purchasing policy** throughout the purchasing cycle, from requirements that include a CSR component and specific evaluation criteria when invitations to tender are opened to the contractualization of progress plans in this area. To this end, we have set up **buyer/CSR expert pairs** to define CSR evaluation charts, adapted to each group of purchases.

In the case of decarbonization, the buyer's role is evolving towards that of an influencer, at the heart of a very large ecosystem involving entire networks of suppliers. In this context, the buyer's objective will be to **accompany his suppliers** in order to get them to engage in a trajectory of reduction of their own and thus contribute to limiting the carbon footprint linked to our purchases.

This major transition has only just begun, and it's necessary to anticipate future regulatory changes, such as the increased weight of CSR criteria or the standardization of carbon footprint calculations, and this will lead to the essential requirement that the purchasing teams be qualified in terms of CSR.

What advice would you give to companies moving towards a sustainable transition?

- **Train buyers** and internal specifiers on CSR issues (i.e., a good understanding of climate issues via things such as the Climate Fresk)
- Work in close collaboration with the **various business units of the company**, particularly the CSR department
- Work in an **ecosystem** and involve the various internal and external stakeholders (including suppliers)



Pierre Peyretou

Affiliated Professor at ESCP, co-author of the 30-hour master's course, 'Energy - Business, Climate & Geopolitics', he amended the website Commons For Future to make the course available for free and open access.

A final thought



What do organizations need in terms of skills to face up to the challenges of sustainability?

We are entering a period of increasing uncertainty where seemingly unlikely events have become reality: covid-19, lockdowns, soaring energy prices, war in Ukraine, etc. The need for skills is therefore at all levels: strategic, business and cross-sector.

An example of **strategic skills**: scenario building. This skill is essential for projecting 2, 5 or 10 years ahead: for preparing one's organization for disruptions in its production lines, changing market conditions, evolution in demand and more generally in society.

Some professional **skills** may be novel to the company: Carbon Footprint and Life Cycle Assessments (LCA), or they may correspond to the **evolution of existing skills**: training ICE technicians in electric motors.

Finally, fragmented organizations are ill-suited to cope with rapid change. **Working across boundaries** with other teams, both internal and external to the company, isn't easy: it requires **specific know-how**.

What advice would you give to companies to prepare for these changes?

- My first piece of advice would be to take the real pulse of these issues and address them at the right strategic level.

It's not simply a matter of ticking the "environmentally responsible" box or launching a new "green" product. The point at issue is much more "core business": "Will your company still be able to operate in 2, 5 or 10 years' time? How will its economic and social ecosystem be impacted? Will it still be meeting a consumer demand? "

- My second piece of advice is to build momentum and integrate all your teams. The carbon footprint is an example of a very good tool that is often misused: a manager unskilled in carbon footprint analysis, aggregates his data and then delivers a report without further interaction with management or other teams. In the end, there are very few changes.

However, this procedure can be much more useful if it's the basis of a **dynamic, collective exercise** where all the teams take it on board from the start, gradually acquiring an understanding of the carbon footprint, to **examine their products and method**

- Thirdly: Engage and train all age groups.

The younger generations will certainly be the most impacted in the future, but each age group has its own motivation to do something: employees in their 30s with families can ask themselves "What world will my children grow up in?"; more senior employees "What will I leave behind?"

- Lastly: exercise caution and be **humble** in your internal and external communications on these issues. **Communicating clearly** on these issues is also a **skill**. "Putting out the word" is an easy and cheap answer to criticism. At the same time, the need for trust is growing and communicating false or irrelevant information to your customers and partners can get exposed, significantly risking the company's reputation.

Conclusion

We have tried, through the testimonies in this white paper, to show that no sector can avoid sustainable transformation. The interviews, covering all sectors and professions, allow us to access the daily reality of a dozen players in the transition; a gallery of portraits which show that, internal as well as external to the company, **everyone has a role to play** in this new paradigm. And that the new skills and know-how are numerous and varied.

It remains to see how an organization can acquire them. Obviously, the means are threefold: recruitment, recourse to external expertise and training. If we have produced this white paper, it's because our two companies propose, in their own way, to participate in this process.

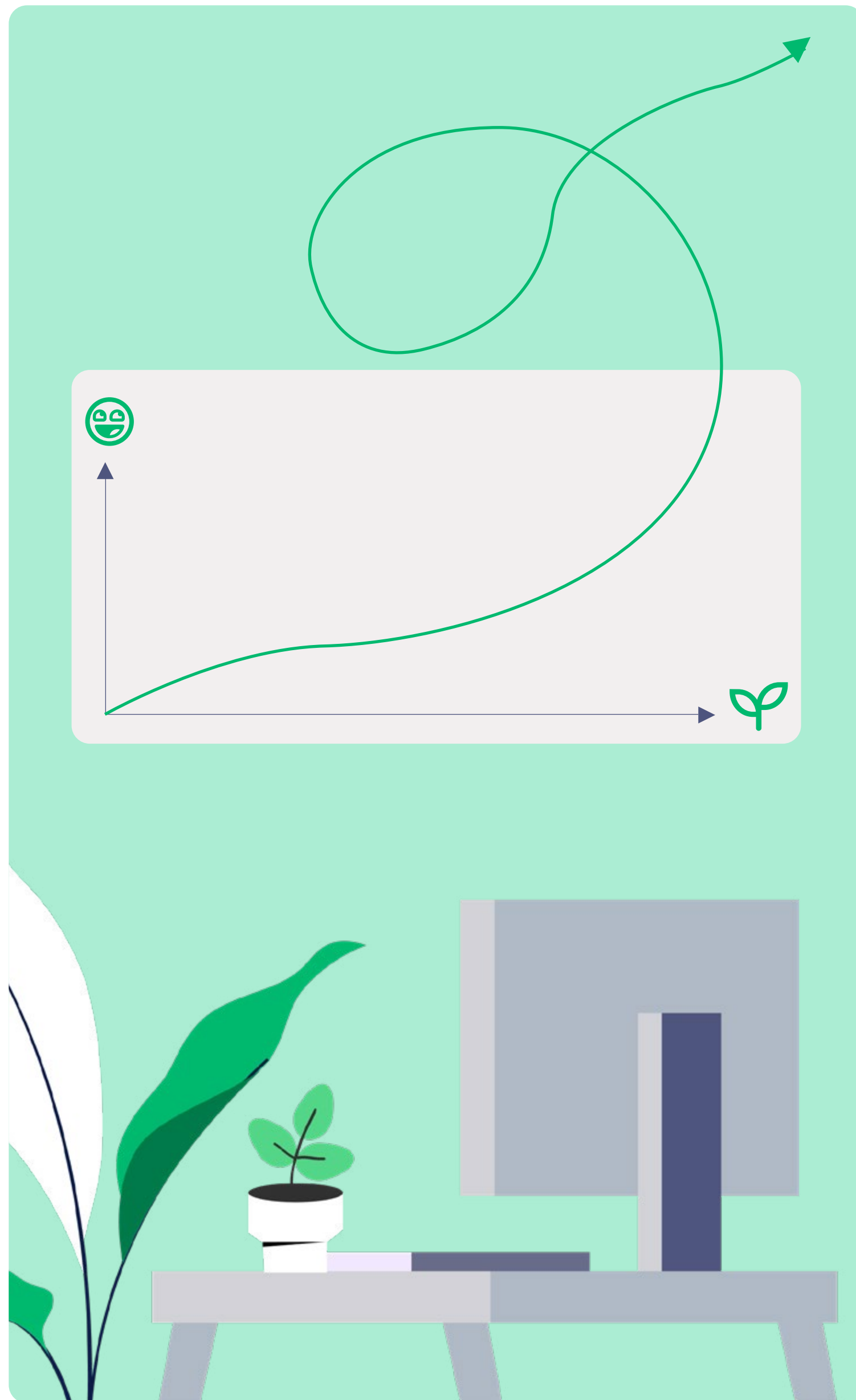
LittleBig Connection connects companies to the best experts in sustainable transformation in order to facilitate their transition. Its community of 2,000 experts, in France and abroad, assists small and medium-sized companies and major accounts in the various stages of their sustainable transformation: raising awareness among employees and stakeholders; building and deploying a sustainable development strategy; transforming businesses (responsible purchasing, responsible computing, sustainable finance, etc.); measuring impacts (carbon footprint, LCA, etc.) and reporting; certification (ISO, Ecovadis, etc.) and labeling (BCorp, etc.)

For its part, the **AXA Climate School** provides the resources needed to help organizations understand these transformations and activate change internally and with their suppliers. With more than two million employees being trained worldwide, its online e-learning content aims to explain the reasons for the required changes, provide the keys to comprehension, the basic glossary of the transition, as well as initiating the move to action on a business-by-business basis.

The depth and speed of change require a clear strategic vision, coherence in action, but also and most importantly, the mobilization of those who make up the company daily. A one-off effort for reporting purposes and a few acts driven by the need for publicity won't be enough to bring our economies into line with global limits. It's therefore a **cultural change** that we need; a change that will only come about if everyone is put in motion, by their colleagues, through their training and in their daily lives.

If you've read this white paper so far, then a priori you probably agree with us.

So, let's talk about it.



About LittleBig Connection

LittleBig Connection is a French scale-up leader in France and internationally of innovative technological solutions dedicated to the new world of work.

Our vision

The world of work is changing at a rapid pace. Companies must not only adapt to these changes but also take the lead by being actors of change.

They must adopt a global talent management organization, putting skills at the heart of each project to mobilize the best profiles when and where they are needed.

This means working flexibly with all types of partners, regardless of their status, whether internal employees or external service providers.

Our mission

We create a direct and transparent link between companies and all their external partners, regardless of their size, so that they can team up more efficiently than ever.

Our two solutions

LittleBig Connect

Our marketplace connects large companies with a community of 400,000 digital and sustainable transformation experts.

LittleBig Rise

An all-in-one platform allows large groups to manage and control all their external services in one place.

Key figures



300

employees in the world



40

countries of activity



300

major account customers



400 000

experts

About AXA Climate

AXA Climate is AXA's subsidiary that helps organizations face environmental challenges. From this perspective, it offers an e-learning platform, The Climate School, which trains employees on a large scale to help them understand issues related to climate change, biodiversity, and resource exploitation and commit them to action.

To date, 50 companies have joined the Climate School, involving 4 million employees in this process.

»»» [Discover the climate school.](#)

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École supérieure de commerce de Paris, founded in 1819, is considered the world's leading business school. It has offices in Paris, London, Berlin, Madrid, Turin, and Warsaw.



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Acts & Facts accompanies AFM companies (Decathlon, ADEO/ Leroy Merlin, Boulanger, Electro Dépot, Auchan...) in their climate transition.