



# ESG Live Event How to accelerate your ESG reporting and strategy journey

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20th January 2025





# With you today



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**Sustainability  
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**Senior Manager**

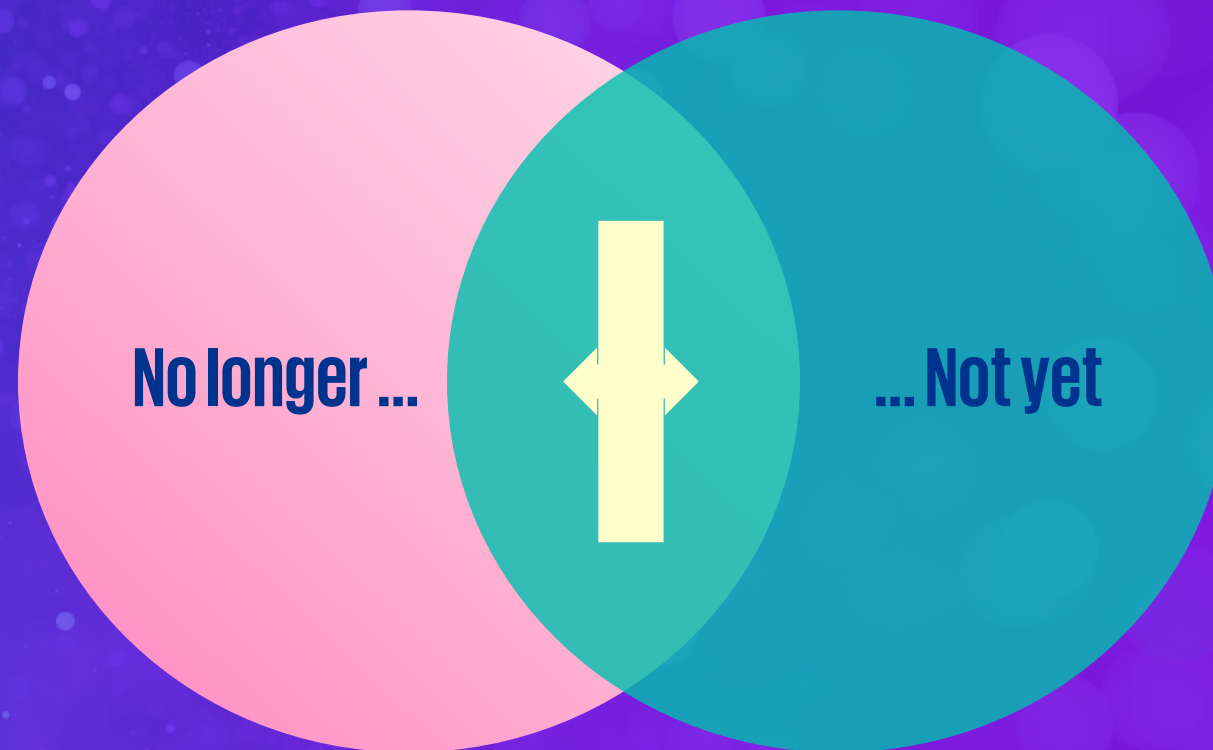
**Sustainability  
Reporting**







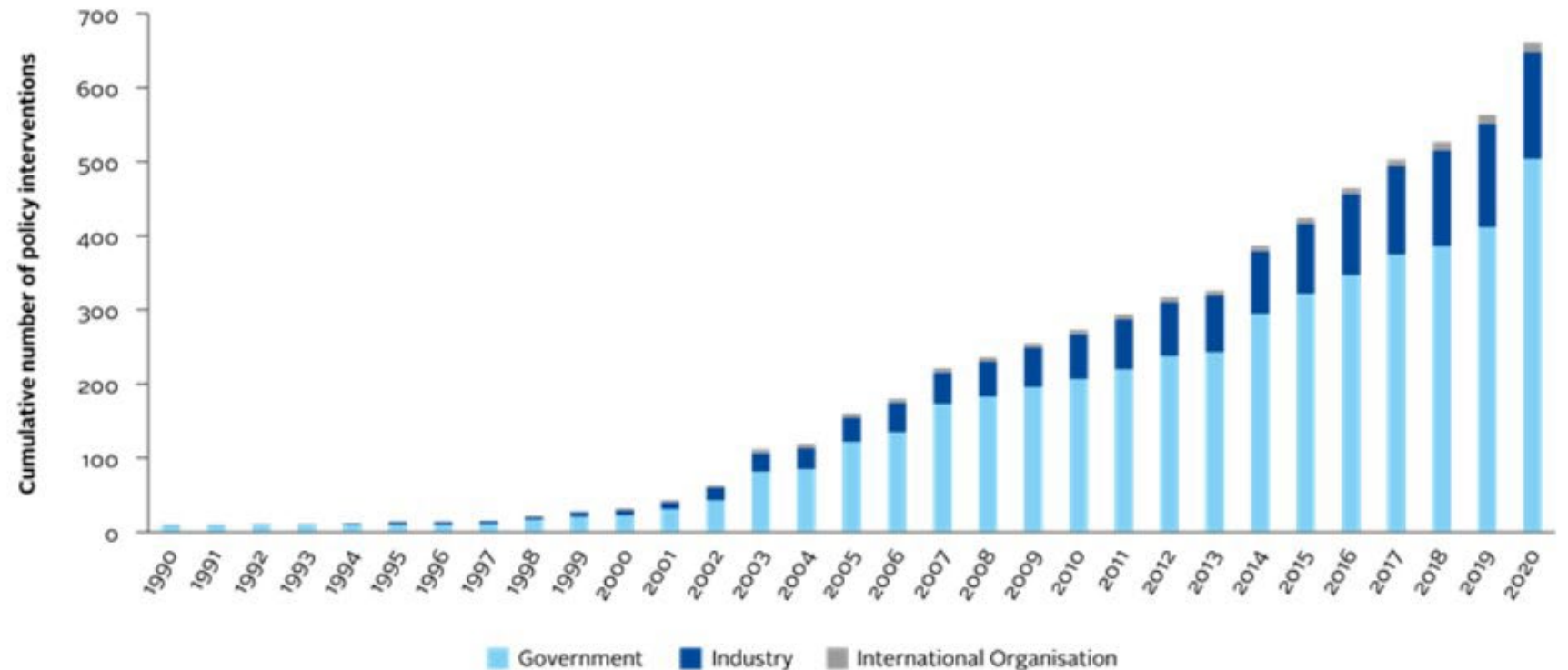
# Liminality





# In the phase of 'In between', many things are in movement at the same time

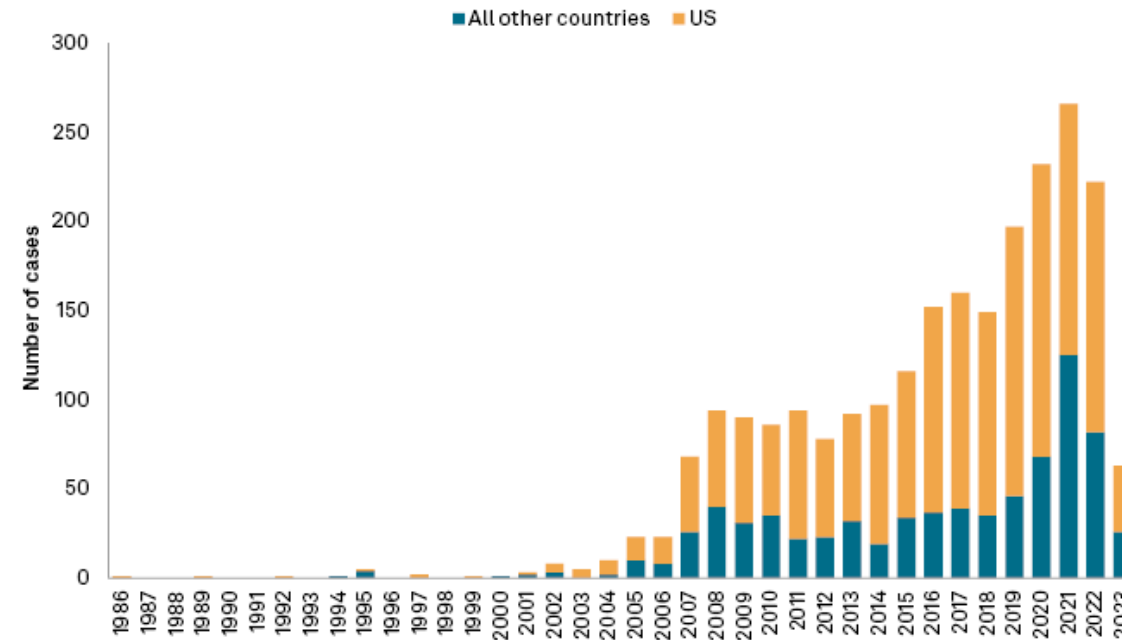
Increase in laws and regulations



# In the phase of 'In between', many things are in movement at the same time

Change in stakeholder expectations

Climate litigation cases over time



Data accessed July 5, 2023.

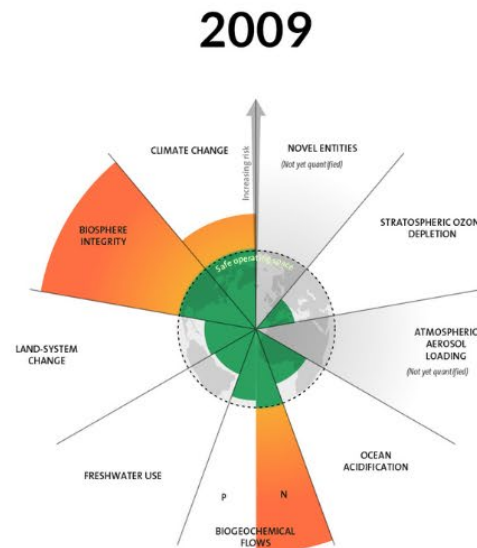
May 2023 data is preliminary and does not reflect 11 new US lawsuits filed in June.

Source: Grantham Research Institute on Climate Change and the Environment, London School of Economics.

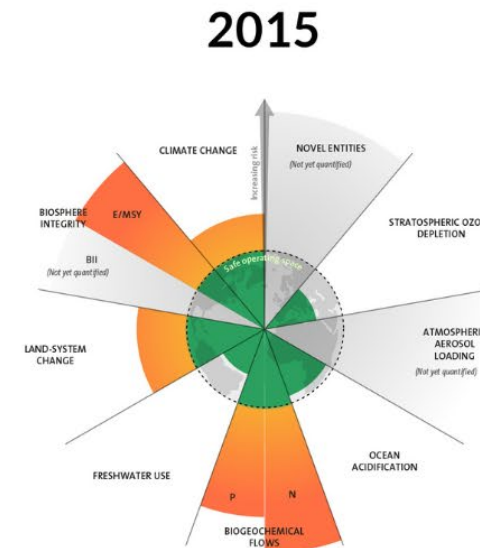
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# In the phase of 'In between', many things are in movement at the same time

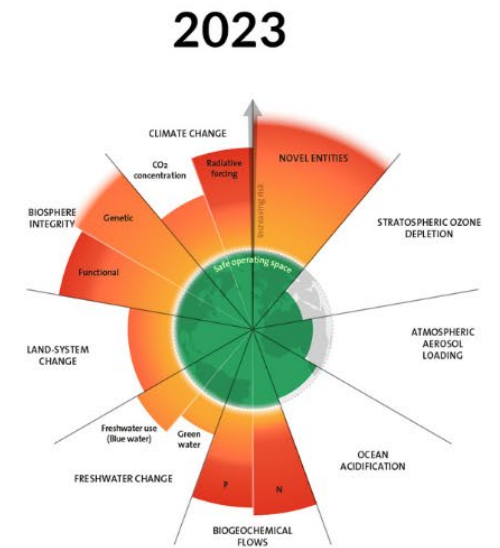
## Planetary boundaries



7 boundaries assessed,  
3 crossed



7 boundaries assessed,  
4 crossed



9 boundaries assessed,  
6 crossed



# Porsche Warns on Profit as Supply Chain Hit Slows Production



“The **supply shortage** is the **result of flooding** at a production facility of an important European supplier”

“Porsche will certainly be closely **questioned over its cluster risk management** that has left it so vulnerable to one critical supplier”

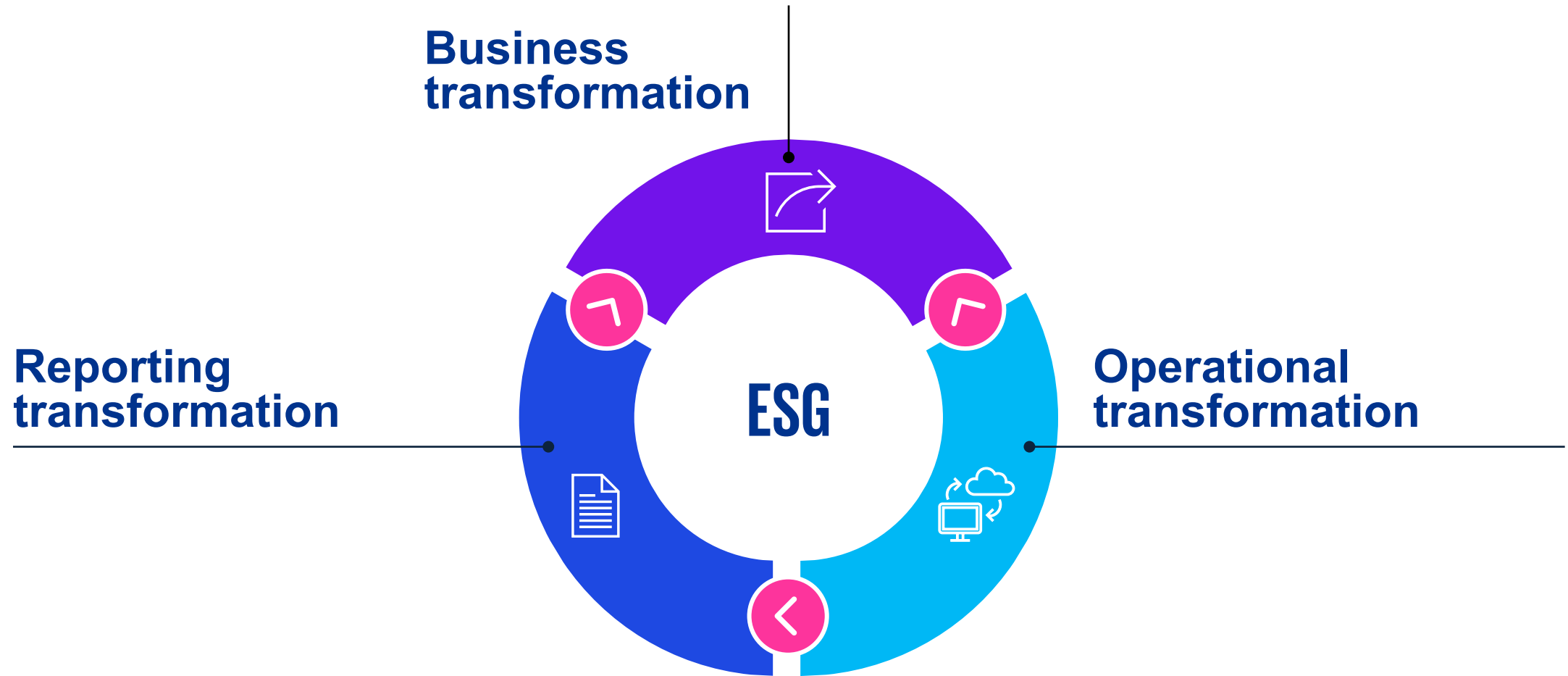
“Porsche’s **stock is down** around **14%** this year. Volkswagen dropped as much as 2.8% on Tuesday”

Source: [Swissinfo, 07/2024](#)



# TRANSFORM

# On the road to resilience, companies are faced with three *interconnected* transformations





# On the road to resilience, companies are faced with three *interconnected* transformations



# Why transform reporting?

The transformation of reporting means more than publishing reports that comply with regulation. It means replacing the two-tier approaches to financial and non-financial reporting **with a single, coherent reporting capability** that integrates financial and non-financial data.

The challenges we see in this transformation include:



**More people involved** in the reporting process



**Unclear ownership and accountability** between Finance and Sustainability units



**Knowledge and expertise** of integrated reporting often lacking



Poor data quality and **dispersed reporting systems**



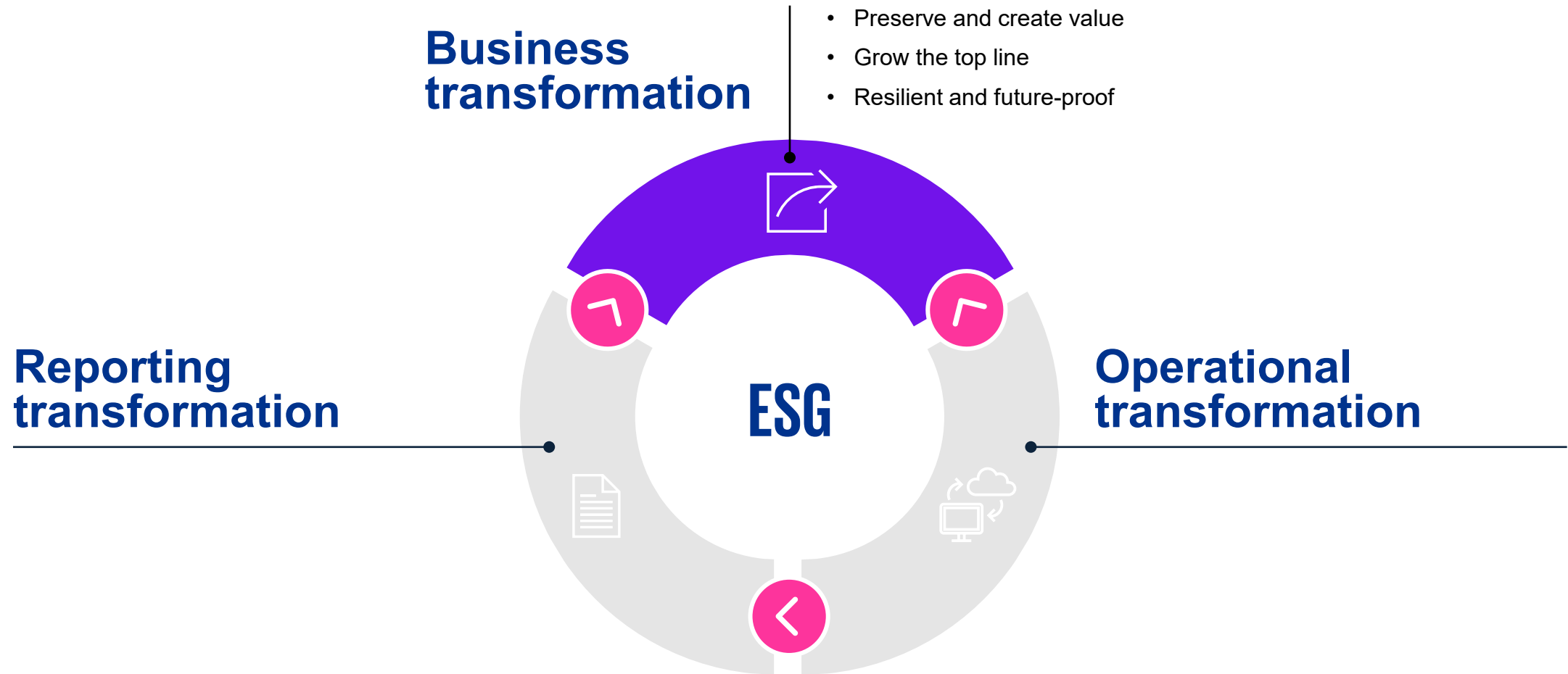
Need for improvement of **training and communication**



**Insufficient risk management**, specifically over non-financial reporting processes



# On the road to resilience, companies are faced with three *interconnected* transformations



# Sustainable business transformation: *impacts, risks & opportunities are the foundation*

	Material <b>IMPACTS</b>	Material <b>RISKS</b>	Material <b>OPPORTUNITIES</b>
Transformation area	<b>Sustainability performance</b>	<b>Risk management</b>	<b>Value creation</b>
Key benefits	<ul style="list-style-type: none"> <li>Enhance corporate reputation, brand value &amp; license-to-operate</li> <li>Increase value creation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Avert penalties for regulatory non-compliance</li> <li>Minimize ESG tax liabilities</li> <li>Mitigate climate damage</li> <li>Prevent negative publicity and potential for reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Enhance access to capital, credits, grants &amp; incentives</li> <li>Develop profitable new products, services &amp; business models</li> <li>Increase market penetration</li> <li>Reduce costs</li> </ul>

## Outcomes



Value preservation  
and/or creation



Top line growth

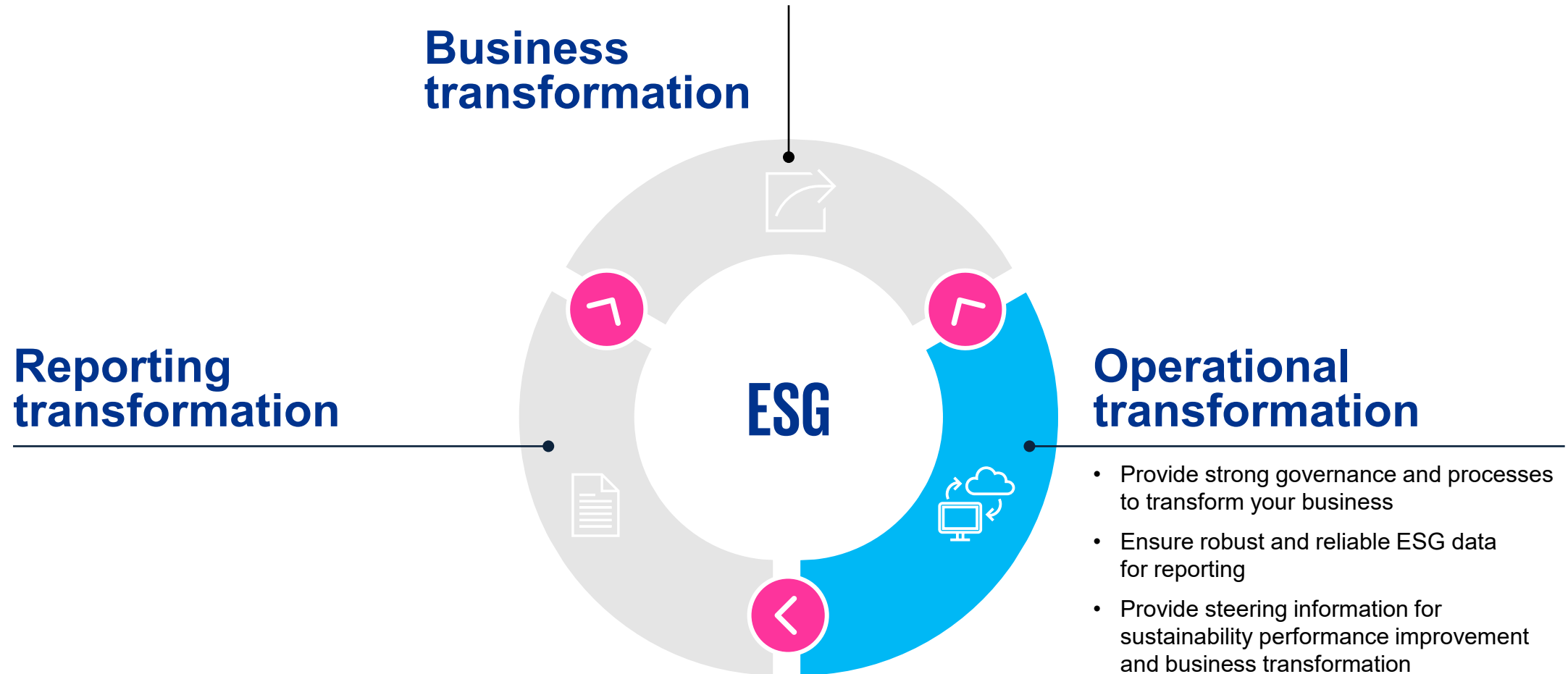


Resilience





# On the road to resilience, companies are faced with three *interconnected* transformations



# Data & Technology is a crucial part of the operational transformation

## Key challenges



### Dispersed and legacy systems

Separate systems for financial and non-financial information, dispersed and not timely accessible for performance steering and reporting



### Data gaps and data quality

Sustainability data is not available, incomplete, not reliable and/or not current



### Assurance-readiness

Dispersed systems and data gaps makes it difficult to have an appropriate audit trail

## Future state



Integrated system for financial and non-financial data



Robust data governance



Auditability







# The world is in a state of flux. It's not an under-statement to describe the challenges we face today as a crisis.

Now, more than ever, businesses need to be at the forefront of delivering positive change. Leading by example, we can help to tackle the chronic problems that endanger our lives and hamper sustainable growth together.

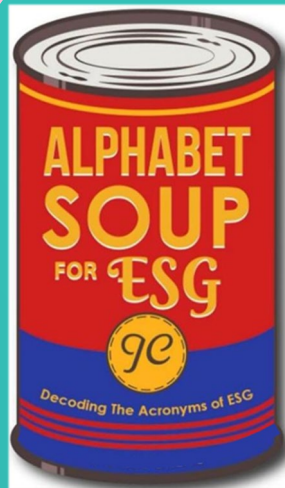


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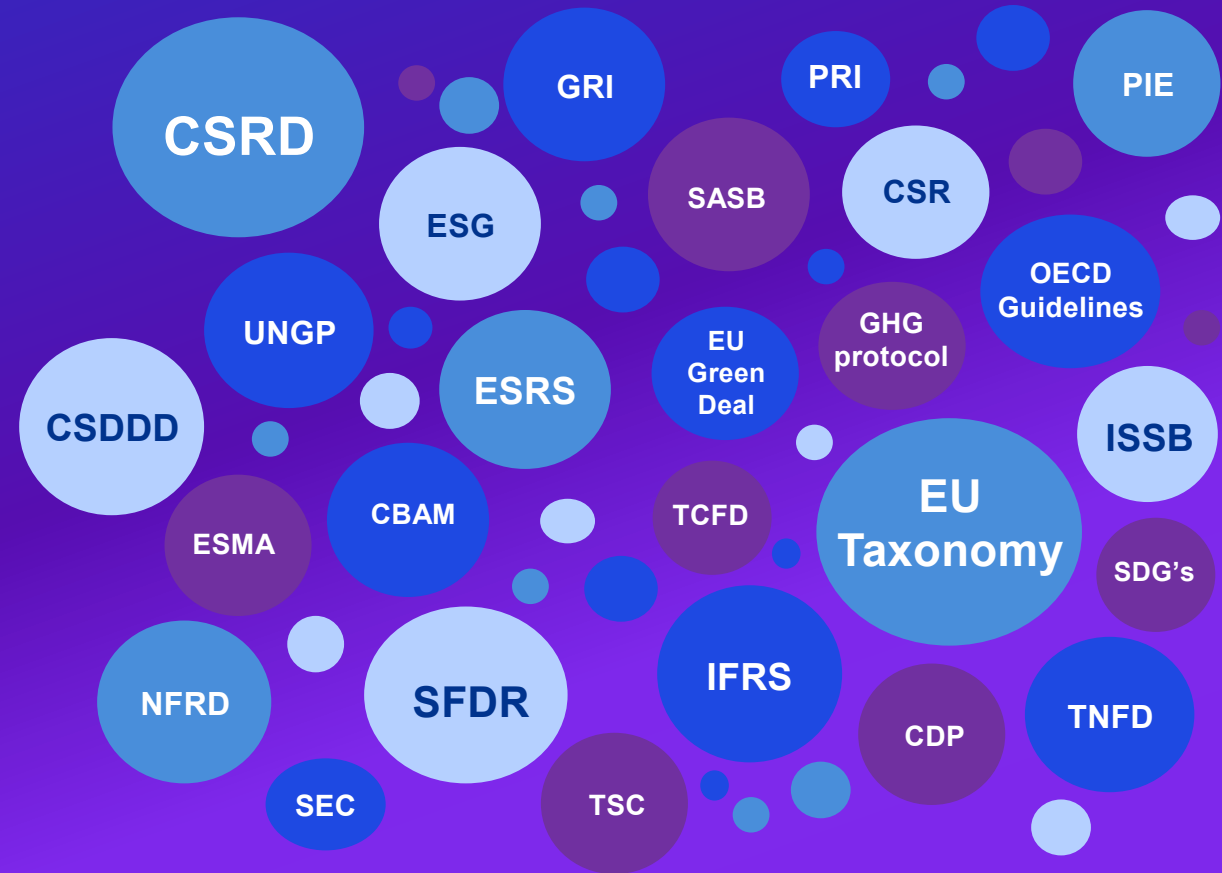
**John McCalla-Leacy**  
Head of Global ESG  
KPMG International

# The ESG 'Alphabet soup'

No longer ...



... Not yet



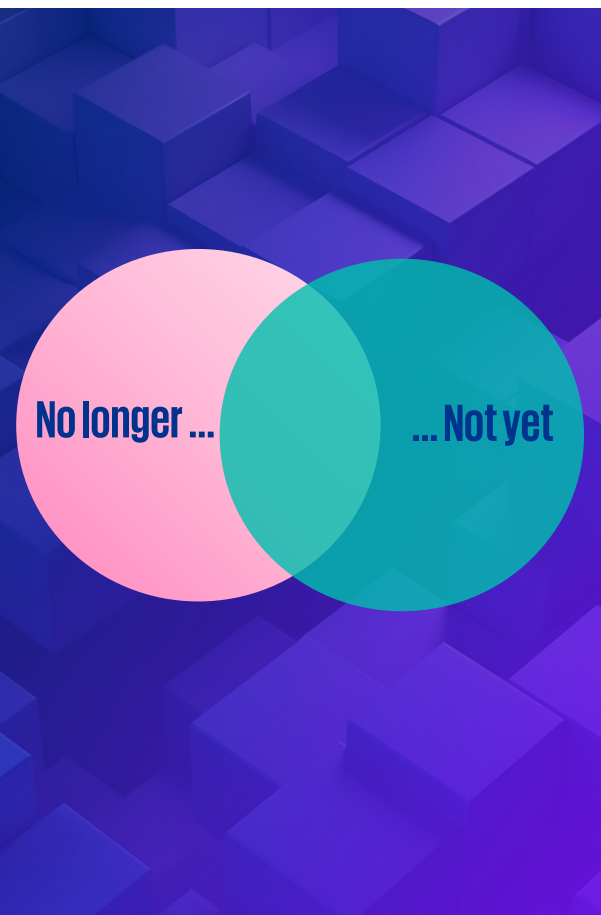


From liminality...

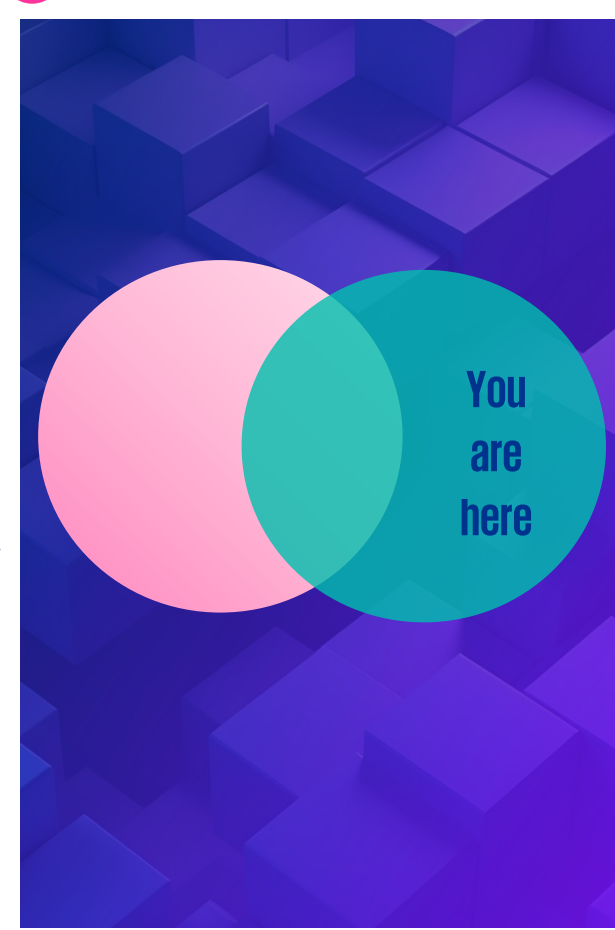
... through interconnected transformations...

... and response to requirements...

... to the future state



- Directives**
- CSRD
  - CSDDD
- Regulations**
- EU Taxonomy
  - EUDR
- Framework / Guidelines**
- OECD
  - GRI
  - CSR
  - GHG protocol



# Developments in ESG regulatory landscape

## Sector-specific standards (ESRS)

Oil and Gas	Agriculture, farming and fishing
Mining, quarrying and coal mining	Motor vehicles
Road transport	Energy production and utilities
Financial institutions	Food and beverage
Textiles, accessories, footwear and jewellery	

## Project Omnibus

**Reducing administrative burdens is crucial to maintaining the competitiveness of European business.**

**The Commission's long-term competitiveness Communication sets a target of reducing burdens associated with reporting requirements by 25%, without undermining the policy objectives of the initiatives concerned.**



# A time of change

No matter the driving force behind the actions  
– *compliance, purpose driven, or risk* – **the change is inevitable**

Embracing change and driving transformations will  
be **essential for companies to thrive and remain competitive**

*“Over 75% of the CEOs would divest a profitable part of the business that damages reputation”  
(2024 CEO Outlook)*

*“Only when the last tree is cut down,  
the last fish eaten,  
and the last stream poisoned, you will realize that you cannot eat money.”*

– Cree Indian Proverb



“

# How you grow matters, and what worked for us and other businesses in the past will not work in the future.

The world faces crises on multiple fronts, which is why we're putting the environmental, social and governance agenda at the heart of everything we do. ESG will be the watermark running through our global organization; from empowering our people to become agents of positive change, to the services with our clients and our partnerships with critical stakeholders. KPMG has the global scale, expertise, technology, and relationships that give us the ability and responsibility to use our position to provide solutions and services to overcome the challenges facing our planet and society.

”

**Bill Thomas**  
**Global Chairman & CEO**  
**KPMG International**

# Next: deep-dive sessions

1. ESG Risk Management & Internal Controls
2. ESG Assurance
3. Sustainable Business Transformation
4. ESG Governance
5. Climate Risk & Resilience
6. Net-Zero Transition Plan (decarbonization)
7. CSRD and ISSB reporting
8. EU Taxonomy
9. CSDDD
10. CSRD Data & Technology challenge
11. Tax transparency & reporting
12. ESG Tax regulations
13. Grants & Incentives
14. Circular economy, regulatory and value-driven challenges
15. EUDR compliance





# Thank you



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