



EY Zambia 2022 Sustainability Report

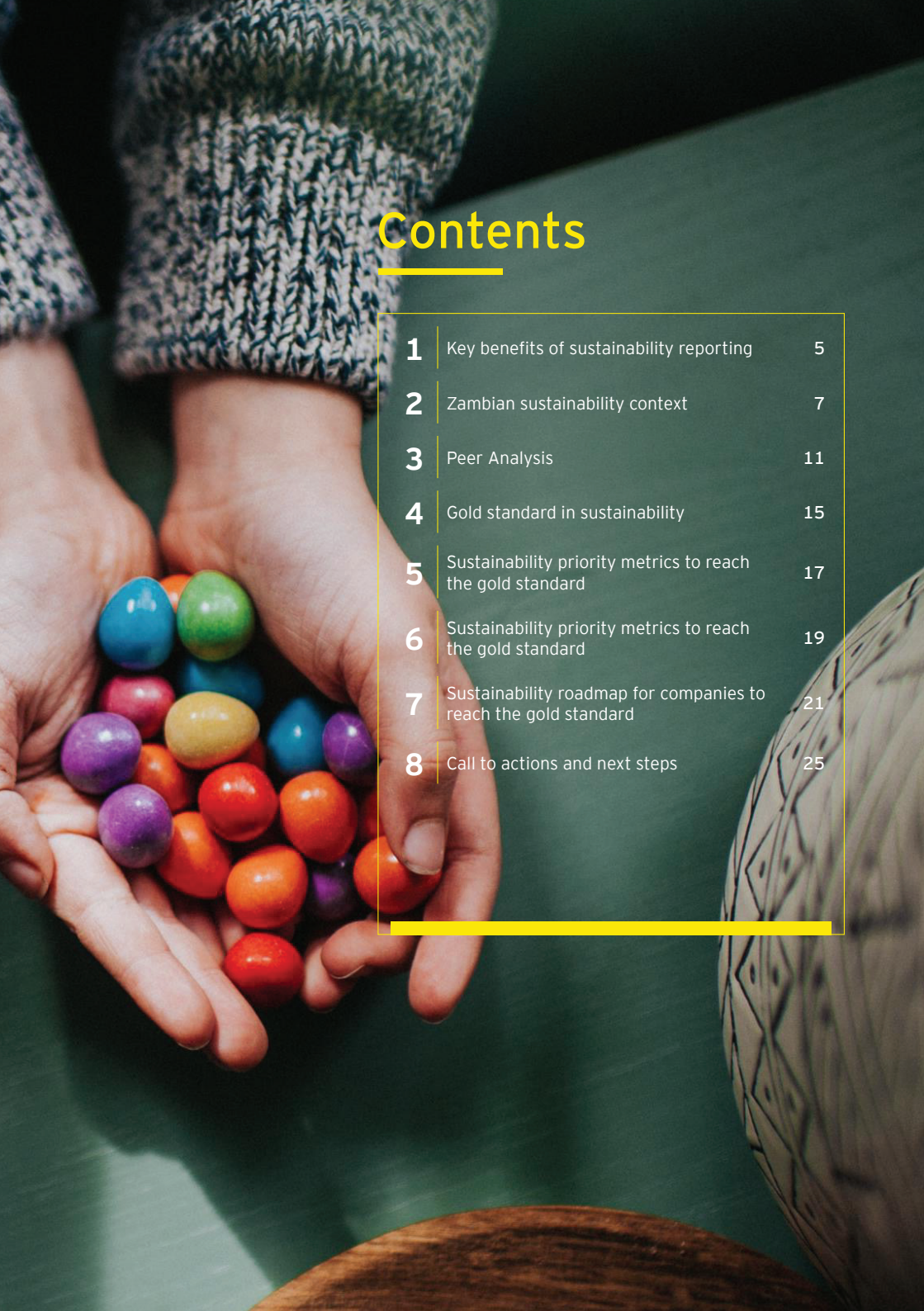
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January 2023

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The better the question. The better the answer.
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Building a better
working world

A close-up photograph of a person's hands, wearing a grey and white patterned sweater, holding a large number of small, colorful Easter eggs. The eggs are in various colors including blue, green, yellow, orange, red, and purple. The background is a dark, textured surface, possibly a table or wall, with a wooden bowl visible in the bottom right corner.

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| Foreword

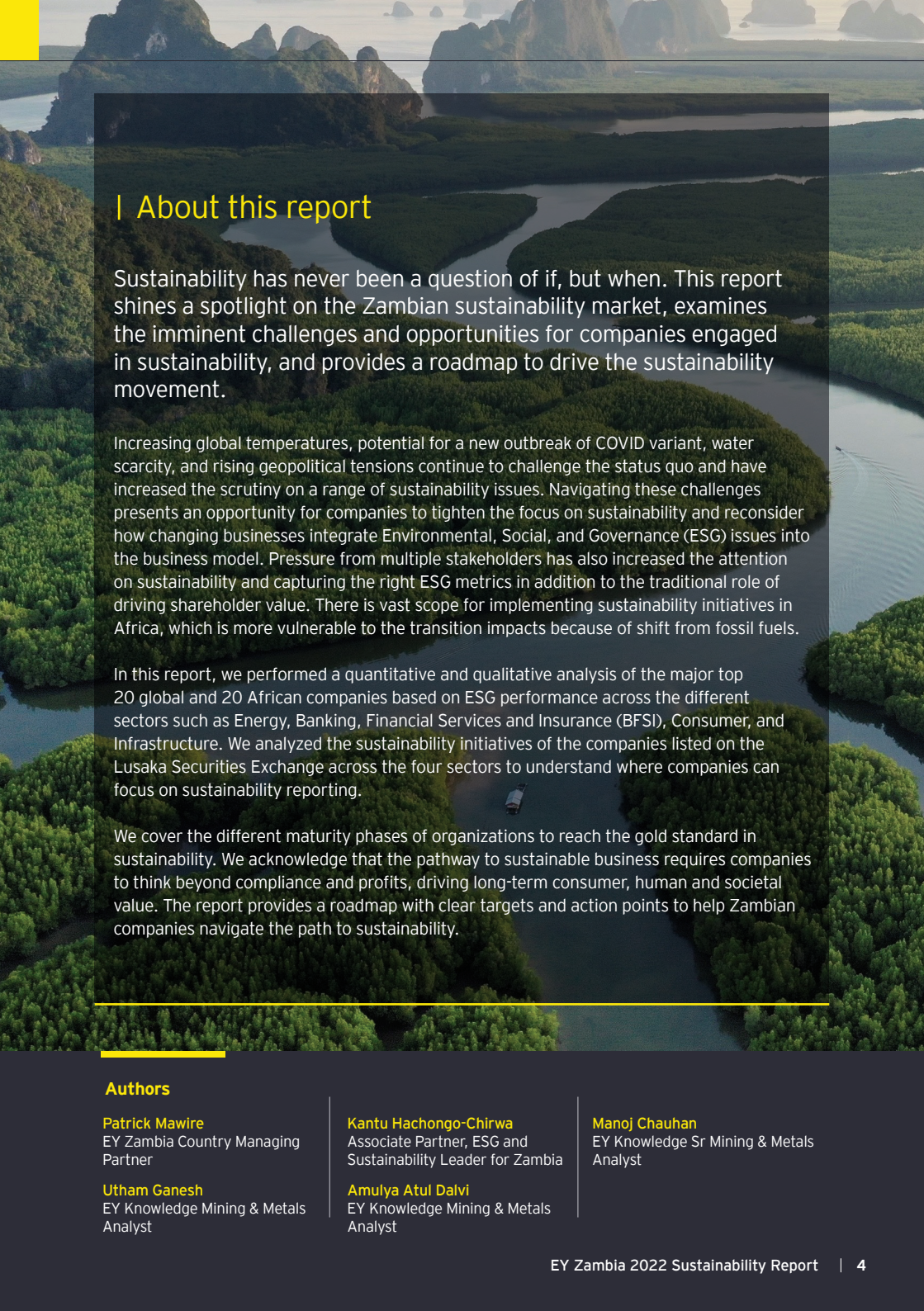
In today's world companies are increasingly held accountable for their actions and their impact on the world around them. Sustainability has become a top priority and is pushing companies to reconsider their business operating models with many stakeholders becoming aware of the need to relook at their business processes and identify what matters the most for a sustainable future.

How to report sustainability using a global baseline has become the focus of attention in the capital markets. Specifically, the focus is on what should and how it should be reported so that there is comparability across multiple sectors. The Zambia capital markets are not an exception, and it is therefore gratifying that EY Zambia has produced a report that analyzes the current sustainability reporting landscape.

This report offers a Zambia-focused guidance on what corporates need to consider on their journey to gold-standard sustainability reporting. This is a very important step on the sustainability reporting journey in the Zambian capital markets. This reporting can be used as a steppingstone to quality and value-adding sustainability reporting.

I would like to thank EY for initiating this report and hope to see further insightful reports from EY and other stakeholders on sustainability and other matters affecting the Zambia capital markets.

Diana Sichone
Acting Chief Executive Officer
Securities and Exchange Commission, Zambia



I About this report

Sustainability has never been a question of if, but when. This report shines a spotlight on the Zambian sustainability market, examines the imminent challenges and opportunities for companies engaged in sustainability, and provides a roadmap to drive the sustainability movement.

Increasing global temperatures, potential for a new outbreak of COVID variant, water scarcity, and rising geopolitical tensions continue to challenge the status quo and have increased the scrutiny on a range of sustainability issues. Navigating these challenges presents an opportunity for companies to tighten the focus on sustainability and reconsider how changing businesses integrate Environmental, Social, and Governance (ESG) issues into the business model. Pressure from multiple stakeholders has also increased the attention on sustainability and capturing the right ESG metrics in addition to the traditional role of driving shareholder value. There is vast scope for implementing sustainability initiatives in Africa, which is more vulnerable to the transition impacts because of shift from fossil fuels.

In this report, we performed a quantitative and qualitative analysis of the major top 20 global and 20 African companies based on ESG performance across the different sectors such as Energy, Banking, Financial Services and Insurance (BFSI), Consumer, and Infrastructure. We analyzed the sustainability initiatives of the companies listed on the Lusaka Securities Exchange across the four sectors to understand where companies can focus on sustainability reporting.

We cover the different maturity phases of organizations to reach the gold standard in sustainability. We acknowledge that the pathway to sustainable business requires companies to think beyond compliance and profits, driving long-term consumer, human and societal value. The report provides a roadmap with clear targets and action points to help Zambian companies navigate the path to sustainability.

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1

Key benefits of sustainability reporting

Businesses are realizing the benefits of adhering to sustainability reporting and frameworks, and publishing ESG updates along with other performance disclosures

Access to capital

Increase preferability quotient of companies towards capital and credit allocations

Enhancement in reputation

Sustainability reporting ensures business continuity in the long term with a positive image

Increased transparency

Drive reporting transparency towards accountability

Boost financial performance

Improved financial performance such a growth in revenue, market capitalization, sales, etc. with lower costs

Source: EY Analysis

A major investment banker's sustainable solutions **avoid companies with high ESG risk** and advance towards those that align with positive ESG outcomes

Post audits in 2019, a large Food & Beverage company **reported on implementation of WHO code** on responsible marketing of infant food products

A major American retailer was **recognized with UN Champion of the Earth for a number of sustainability initiatives** integrated into its business model

Market capitalization of a major Canadian base metals company **with better ESG rating** was higher compared to the industry average

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For companies whose activities have a significant dependence on the environment such as agriculture, it is very important to ensure that this important aspect is included in what gets reported on. The viability of certain industries is heavily reliant on the ESG landscape.

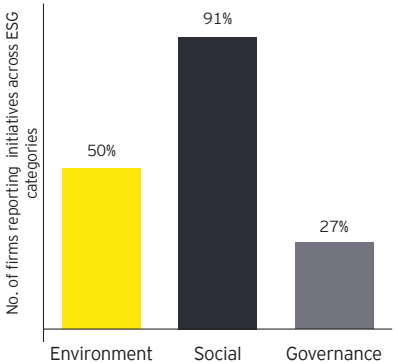
Raphael Chipoma, Finance Director Zambia Sugar Plc



Zambian sustainability context

The sustainability focus of Zambian firms is concentrated on social and ecological pillars, with the scope to undertake measures to improve the governance dimension

Zambian-listed companies are recognizing the importance of reporting sustainability and ESG metrics



► Social pillar remains the number one focus for companies listed in Lusaka Securities Exchange (LuSE) across different sectors such as Energy, BFSI, Consumer, and Infrastructure, with ninety one percent of the companies in our analysis measuring and reporting on social dimensions.

► Half of the listed companies in Zambia are disclosing several environmental metrics as companies aim to reduce carbon emissions.

► Only twenty-seven percent of the Zambian companies measured and reported governance dimension indicating that there is scope to improve social performance.

Intensive efforts from Zambian companies to tackle climate change by investing in clean energy, energy-efficient technologies, water and waste management



► More than three-quarters of the Zambian companies prioritize climate change and sustainability, particularly focusing on Scope 1 and 2 reductions, renewable energy generation and energy-efficient technologies to achieve their decarbonization commitments.

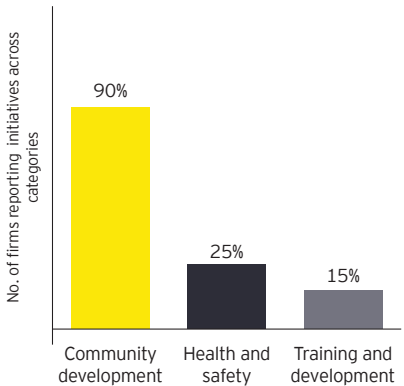
► Waste and water management, recycling, and forest restoration are other leading areas where companies focus on tracking and reporting.

► Zambia has committed to reduce countrywide GHG emissions by 25% by 2030 to tackle climate change. Companies can widen the focus and target scope 3 emissions to enable increased participation in international carbon markets.

Source: Company reports, Press release and articles
*Based on EY analysis of ESG initiatives by 22 publicly listed companies on Lusaka Securities Exchange Plc (LuSE)
Total exceeds 100% as a single company has reported on multiple ESG initiatives across categories

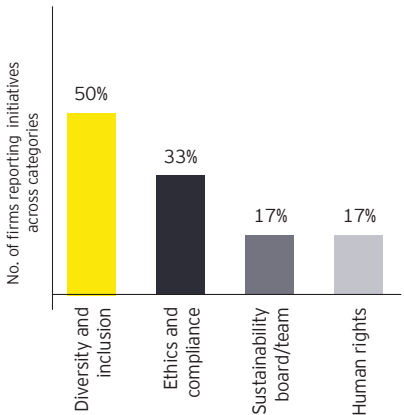
Social investments in collaboration with local communities remain high on the agenda for Zambian companies, with opportunities to bolster its efforts across governance metrics

Social investments in collaboration with local communities remains high on agenda for Zambian companies social investments in collaboration with local communities



- ▶ Community development (90%) remains the primary focus area for companies under the social dimensions.
- ▶ Leading companies have focused on community development initiatives in the following areas - health, education, skill development, financial literacy, access to clean water, agricultural training, etc.
- ▶ One-fourth (25%) of the Zambian companies focus on reporting health and safety KPIs such as safety management systems, conducting risk assessments, etc.
- ▶ Zambian firms need to enhance efforts to improve health and safety disclosures to enable access to capital from international investors.

Nascent focus on governance metrics concentrated on employee diversity and compliance



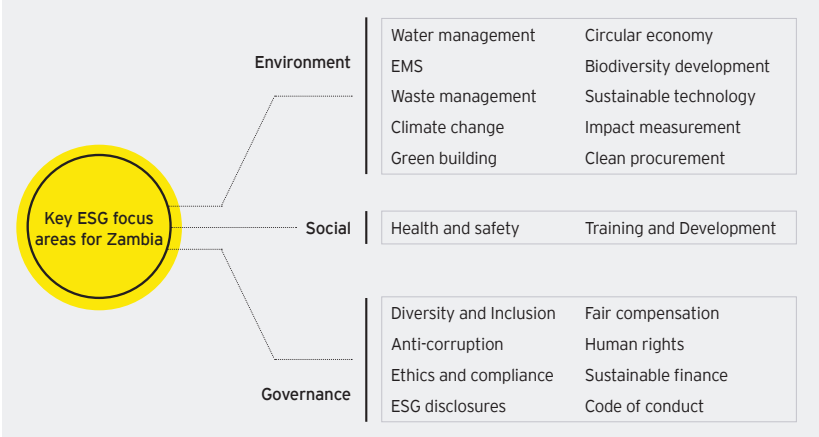
- ▶ Reporting governance dimension is nascent in Zambia, with 50% of companies reporting on diversity and inclusion (D&I) and 33% on ethics and compliance.
- ▶ Under the D&I dimension, leading companies have focused on local procurement and racial and gender equality metrics.
- ▶ Zambia needs to strengthen its focus on areas where it is deemed to be a laggard, with human rights and sustainability governance being the primary focus areas. It is imperative to track these metrics, as child labor and human rights are more prevalent in the country.

Source: Company reports, Press release and articles

*Based on EY analysis of ESG initiatives by 22 publicly listed companies on Lusaka Securities Exchange Plc (LuSE)
Total exceeds 100% as a single company has reported on multiple ESG initiatives across categories

Zambian companies can leverage the best practices and learnings from their global peers to capture and report ESG metrics

EY compared the sustainability initiatives from the top global companies across the four sectors with the leading African companies and mapped the sustainability metrics that companies are not measuring but should.



- ▶ Zambian companies can target specific environmental sub-categories, particularly reduction in scope 3 emissions from customers along the value chain. Firms can also concentrate efforts around e-waste management, recycling and implementation of eco-efficiency standards similar to other international players.
- ▶ Fair compensation policy between men, women, and people of different races must be a major area of focus within the governance domain. Companies should look to establish human rights policies with standards to track human rights metrics.
- ▶ Social dimensions that must be regularly captured by organizations include health and safety and training and development. Increased focus on digital and R&D technology centres and digital safety management tools can help track these metrics.



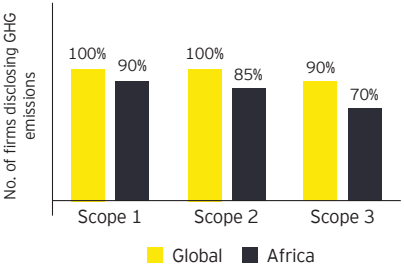


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Peer Analysis

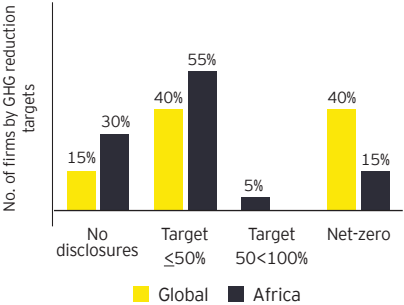
Most global and African companies have set carbon reduction targets in the short to medium term; Few firms with complex operations plan for net-zero in the long term

Leading African companies lags in disclosing Scope 3 metrics compared to its global peers



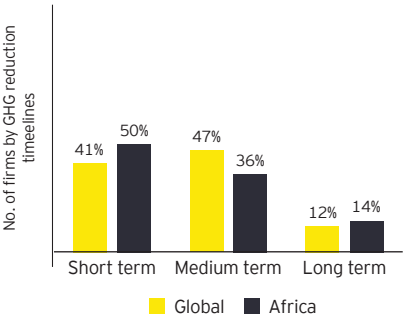
- ▶ African peers are almost at par with the per global group in disclosing Scope 1 and 2 emissions
- ▶ Though the global companies perform better at reporting Scope 3 emissions compared to African peers, only a fewer provide details on specific sub-categories
- ▶ African companies find it challenging to quantify and disclose Scope 3 metrics due to decentralized operations, complex accounting methodologies, lack of uniform and consistent data availability from customers, and the optional nature of reporting

Multiple African companies have pledged intermediate Greenhouse gas (GHG) reduction targets while leading global companies have set net-zero targets



- ▶ With the renewed focus from COP27, several global businesses are committing to long-term emission reduction targets
- ▶ Most African companies have pledged emission reduction targets of up to 50% from base levels, supported by increasing governmental policies and initiatives.
- ▶ Around 59% of 2000 publicly listed global companies aim to achieve net-zero emission by 2041-50, while 37% plan to achieve it before 2040.

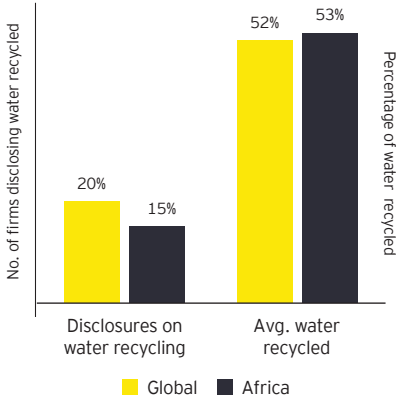
Most companies plan to reduce GHG emissions in the short to medium term



- ▶ Nearly 88% of global companies have pledged to achieve emission reduction targets latest by 2043
- ▶ Almost half of the publicly listed companies in Africa have pledged to tackle emissions in the near term
- ▶ Three African companies in our analysis from energy, infrastructure, and BFSI sectors have set long-term net-zero targets
- ▶ Ambitious country-wide commitments, such as South Africa's target emissions of 350-420 MtCO₂e by 2030, are leading the way for the entire African economy and different sectors.

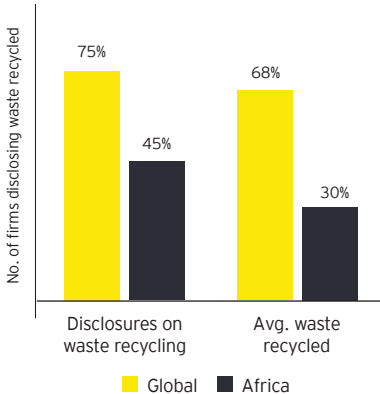
Most global and African companies have set carbon reduction targets in the short to medium term; Few firms with complex operations plan for net-zero in the long term

Companies are reducing freshwater withdrawals with reuse and recycling practices to increase water efficiency



- ▶ Significantly fewer global and African companies have disclosures on water withdrawals.
- ▶ Average percentage of water recycled is approximately 50% across all the peers
- ▶ Water deficit and resource scarcity has revitalized the focus on water recycling in Africa. South Africa is at the forefront of water recycling projects such as the Durban water recycling project to address the recurring drought and water scarcity challenges.
- ▶ Reuse of dischargeable water is one of the most-effective methods to preserve aquatic biodiversity, push down freshwater withdrawal levels, and reduce operating costs for companies.

Waste management directives from regulatory bodies and circular ecosystem agenda are driving companies towards waste recycling



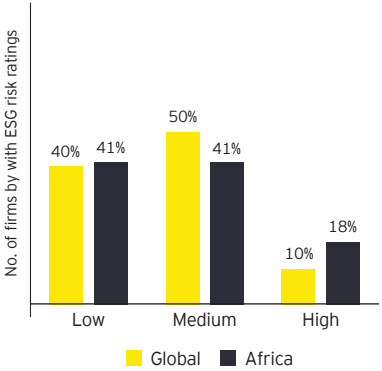
- ▶ Around three in every four global companies analysed reported waste recycling higher than their African peer firms
- ▶ Global initiatives such as the US National recycling goal targeting to increase the recycling rate to 50 percent by 2030 are driving companies to participate actively in waste recycling
- ▶ Almost 70-80% of solid waste generated in Africa is recyclable, yet only ~4% of the total is recycled
- ▶ Stagnant efforts to manage waste in Africa are likely to translate into weaker recycling initiatives of companies in the region

Source: Company reports, Press release and articles

*Based on EY analysis of ESG initiatives by 22 publicly listed companies on Lusaka Securities Exchange Plc (LuSE)
Total exceeds 100% as a single company has reported on multiple ESG initiatives across categories

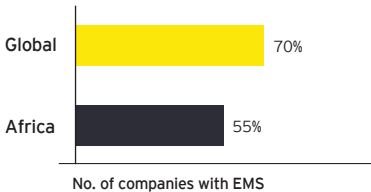
Companies are implementing tools such as environmental management systems and carbon pricing to lower exposure to ESG risks

Most global and African companies have a medium to low ESG risk rating, indicating moderate risk to the economic value of firms



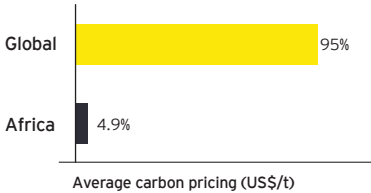
- ▶ ESG risk ratings indicate the measurement of unmanaged company risks. Investors and banks use ESG ratings for client evaluation and as criteria for project finance.
- ▶ Around 90% of global firms have a low to medium ESG risk rating, with 40% of companies with low-risk ratings.
- ▶ Fewer disclosures on ESG parameters and management gaps are likely contributing to the higher risk ratings for some African companies.
- ▶ High-risk ratings indicate susceptibility towards climate change, workplace safety, and ethics and compliance challenges.

Companies are increasingly employing environment management systems (EMS) for efficient use of resources



- ▶ Nearly three-quarters (70%) of the global firms are certified with ISO14001 international standards for EMS.
- ▶ EMS includes strategic planning processes, highlights leadership input requirements, and schedules proactive initiatives to boost environmental performance.
- ▶ Implementation of EMS processes helps businesses grow economically and focus on environmental responsibilities.

African companies need to factor optimal internal carbon pricing in strategic business plans to address climate change



- ▶ Only 10% of global and African companies in our analysis have incorporated an internal price on carbon
- ▶ Internal carbon pricing in Africa was most prevalent in the energy and consumer industries
- ▶ The average carbon pricing varies widely by region and sector due to the absence of defined global standards for the pricing of carbon emissions and the volatile nature of carbon markets

*At exchange rate of ZAR/USD = 0.058

Source: Refinitiv, Sustainalytics, ISO

*Based on EY analysis of ESG data for 40 global and African peer companies across sectors such as Energy, Consumer, Infrastructure and BFSI



Gold standard in sustainability

Companies must think beyond compliance and profits with an inclusive stakeholder approach extending beyond consumers to result in long-term sustainability value creation

Sustainability focus areas	Initial	Intermediate	Gold Standard
Culture	Limited focus on sustainability in corporate culture	Embed sustainability reporting to satisfy investors	Operationalization of sustainability into company business culture
Strategy	Strategy focused on ensuring regulatory compliance	Strategy focused on and linked to efficiency/cost	Sustainability/ESG is viewed as a differentiator
Governance	CSR team is involved in data collection	Establishment of Sustainability executive committee	Incentivization to deliver on sustainability targets
Stakeholder inclusiveness	Limited engagement with stakeholders on sustainability	Strong engagement with stakeholders to build trust	External stakeholder advisory panels reporting to the CEO
Targets	Compliance focused and easily achievable targets	Medium-term targets with a clear plan	Best-in-class term qualitative and quantitative targets
Identifying customers' sustainability issues	Reactively action sustainability goals of major customers	Proactively help customers meet their sustainability goals	Partnership with customers to create new sustainable solutions
Cost strategy for sustainability	Traditional focus on cost with reduction	Cost accounting across the value chain	Allocate chunk of Capex towards ESG initiatives
Product stewardship strategy	Basic design implementation for environment criteria	Publicly accept full life cycle responsibility	Green or/and sustainable products manufacturing or through partnership
Supply chain	No due diligence activities of suppliers	ESG performance requirements for suppliers	Transparency in supplier sustainability risks and performance
Reporting	Reporting is largely limited to mandatory disclosures	Regular reporting on specific ESG parameters	Proactive disclosure of performance on material issues
Measurement	Measuring selective topics with limited information	Progress against the sustainability goals is reported	Roadmap to deliver on targets with reported progress
Assurance and verification	No formal verification or internal audits verification	Independent credible third-party review of data and process	Consistent with third-party review of financial controls
External sustainability Recognition	Limited or no engagement with external ranking agencies	Engage with sustainability rating agencies	Recognized as a model sustainability performer
ESG communication to employees	Updates of sustainability goals and survey to understand ESG adoption	Board sponsored initiatives to discuss on strategy	Strong strategy, discussion on industry and sustainability investment
R&D and sustainable innovation	Adherence to existing and new requirements	Use existing technologies to reduce carbon footprint	Investment in new technologies to achieve net-zero footprint
Sustainability in product design	Indirect consideration of sustainability attributes	Formally consider full life cycle impacts	Carbon neutrality across the value chain
Product traceability	No focus on product traceability	Major materials from traceable sources	All materials are traceable through digital technologies



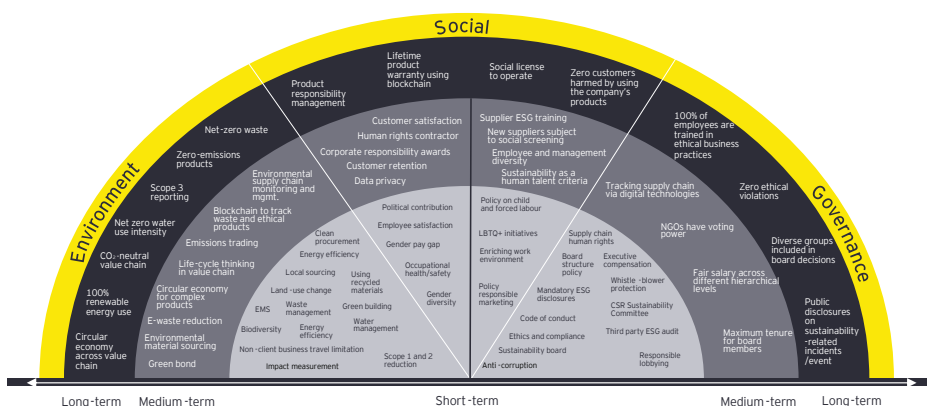
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**Sustainability priority
metrics to reach the
gold standard**

Companies must measure metrics most relevant to the company's core sustainability strategy, understand the evolution of global standards and how companies reporting should align to ensure future fit

Most global and African companies have a medium to low ESG risk rating, indicating moderate risk to the economic value of firms

As the E, S, and G dimensions vary depending on organizations, companies must strike a balance between all the major E, S, and G issues by setting measurable targets to benchmark them against the gold standards and establishing a regular sustainability performance review



Source: EY Analysis

ESG initiatives for companies to be prioritised over the short to long term

- ▶ Short-term opportunities for the companies involve reporting environmental metrics such as water, waste, and biodiversity management, as they are readily available and easy to capture
- ▶ In the long run, companies must consider developing net-zero waste and zero-emission products, generating renewable energy for the company's consumption, and applying the circular economy across the firm and value chain when designing a gold standard sustainability roadmap
- ▶ Establishing a sustainability team, appropriate management incentives, and accounting policies will be the mainstays of good corporate governance
- ▶ Companies that capture metrics such as supplier ESG criteria for vendor selection, customer retention, and satisfaction, product responsibility management, social license to operate, etc., will be in a better position to capture the full value of sustainability
- ▶ A sustainability scorecard helps companies understand their performance in different sustainability metrics and identify the potential gaps and future areas of focus



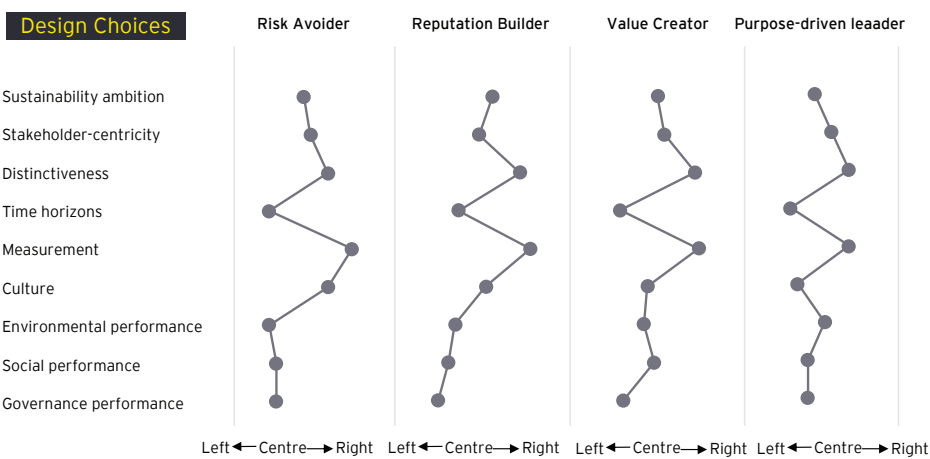
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**Sustainability priority
metrics to reach the
gold standard**

EY's Sustainability Strategy Framework helps identify sustainability priorities for companies across areas of strategic focus to categorize different "behaviours" in approaches to sustainability

EY analysed the sustainability reports and other disclosures of the top 40 global and African peer companies and the companies were bifurcated into four archetypes. The companies were ranked based on proactive/reactive nature towards sustainability initiatives across nine strategic areas of focus.

Archetypal behaviours show how the companies might be primarily approaching sustainability as part of their business strategy.



Source: EY Analysis

Prominent characteristics of sustainability behavioral profiles

Ensure regulatory compliance

Market focused driver of brand value

ESG goals balanced against financial targets

Sustainability is operationalized as a growth driver

- Companies can leverage a similar framework to identify where they are in the sustainability journey, benchmark against their peers, identify the best practices, and map out where leaders are heading.
- Risk avoiders rate lower on their sustainability ambition, stakeholder-centricity, and ESG scores as their focus lie on preserving their reputation and being compliant with legislation.
 - Reputation builders and value creators are the largest groups among the analysed companies as many companies use sustainability to build brand trust or set realistic targets within the wider business context.
 - Purpose-driven leaders have set clear and measurable goals across different pillars and track achievement against them annually.



7

**Sustainability roadmap
for companies to reach
the gold standard**

Drafting a roadmap with clear targets and action points can help Zambian companies navigate the path to sustainability



Source: EY Analysis

Step 1: Assess

The first step in the sustainability roadmap is to diagnose the current state of the company's sustainability policies and initiatives to help understand what the company is already doing on sustainability and where else it can focus. Such an assessment will help identify why and how sustainability matters to the firm. As a next step, the company can identify and assess the megatrends impacting the sector and consumer habits and accordingly identify how the company is positioned to address the relevant sustainability issues.

Step 2: Engage

Stakeholders, internal and external stakeholder engagement must be conducted on a regular basis through multiple channels to understand their sustainability concerns. The expected outcome from this phase is the areas of sustainability focus that stakeholders consider important. The gold standard involves partnering with leading stakeholders such as NGOs to create a lasting impact.

Step 3: Conduct material sustainability review

A materiality assessment is conducted to identify the sustainability issues potentially impacting the business operations (internal stakeholders) and key external stakeholders regardless of where the organization is on the sustainability journey. This process must be conducted regularly to address emerging issues and megatrends. The critical sustainability metrics are prioritized by ranking the importance of each sustainability metric, in the form of a materiality matrix, from the perspective of stakeholders. The boundaries and scope of the metrics to be finalized and covered are also determined in this phase. Finally, the shortlisted material sustainability KPIs are presented to the governance for validation and approval.

Step 4: Adopt appropriate sustainability frameworks

Evaluate how the different sustainability standards would apply to a company. The major global reporting standards and frameworks include GRI (formerly Global Reporting Initiative),

the Sustainability Accounting Standards Board (SASB), International Integrated Reporting Council (IIRC), and Taskforce on Climate-related Financial Disclosures (TCFD).

Conduct a benchmarking analysis to understand which frameworks the company's peers use for reporting.

Adopt the relevant framework to shortlist the material issues (metrics) to track and report that are relevant to the company's sustainability strategy.

Assess gaps against standards and frameworks.

The impending International Sustainability Standards Board (ISSB's) proposed IFRS sustainability disclosure standards are due to be effective end of 2022. The initial thematic focus of the standards is on climate change and its impact on financial materiality, with other ESG topics developed from 2023 onwards.

The standards, when approved, will provide a global baseline of a standardized set of sustainability-related information compared to other sustainability disclosure standards. The increased transparency on the value chain emissions, holistic coverage of climate risks and opportunities, the inclusion of industry-specific metrics and requirements, and explicit development of standards to facilitate ESG disclosure for financial valuation are some of the reasons for the proposal to be likely universally accepted. There are two exposure drafts that the ISSB has issued and are still open for comments.

These are:

- i. General Requirements Exposure draft- Requires companies to provide material information on all significant sustainability-related risks and opportunities necessary to assess enterprise value
- ii. Climate Exposure Draft- Requirements for disclosure of material information about significant climate-related risks and opportunities.
- iii. Requires disclosure of information about: physical risks (e.g., flood risk)- transition risks (e.g., regulatory change)- climate-related opportunities (e.g., new technology).

Step 5: Align sustainability and business strategies

Without a clear vision of what the company is trying to achieve in sustainability and why these business decisions and processes support its goals, progress can get mired in typical corporate dynamics. Therefore, having an ESG/ sustainability strategy that aligns with the core business strategy will deliver a competitive advantage and creates value for stakeholders. The organization must highlight the importance of sustainability for the business strategy and demonstrate how sustainability initiatives in the short, medium and long term are considered when implementing the strategy.

Step 6: Collect data

Develop an internal data collection system with standardized data collection templates across the firm to review data for sustainability reporting.

Provide training on data collection procedures and templates to employees across business units. In the case where data is not available for disclosure, the company should provide reasoning on how it will make improvements in expanding the full suite of performance data disclosures. Work with customers and partners to collect. Scope 3 emissions from downstream and upstream activities to reach the gold standard. Use digital technologies to collect supply chain data and integrate the data quality requirements with the supplier procurement processes to help trace data along the value chain.

Step 7: Set targets

The next step involves establishing short-, medium- and long-term targets for measuring the material priorities identified in the framework. For each goal, metrics are set to track performance regularly. Key characteristics for a gold standard KPI involve setting actionable, bold, and attainable metrics against a baseline to evaluate current performance. For instance, BHP has set a short-term target to maintain operational GHG emissions at or below 2017 levels by 2022, a medium-term target to

reduce operational GHG emissions by at least 30% from 2020 levels by 2030 and a long-term goal to achieve net zero operational GHG emissions by 2050.

Step 8: Operationalize

Identifying and building a multidisciplinary core sustainability team forms the backbone of good governance. The core sustainability committee should have full oversight of the company's ESG strategy with the responsibility to set direction and monitor progress against various KPIs. Ideal governance is one where the central sustainability team is a permanent member within the organization with veto rights to execute crucial business decisions. For instance, Shell has structured governance comprising a Board of directors and an executive committee.

Step 9: Report metrics

The identified metrics are drafted in a sustainability report in a desirable format. The best practice is establishing a reporting governance strategy with a team that centralizes information gathering and engages internal stakeholders to ensure smooth reporting of metrics. Purpose-driven leaders provide integrated reporting as they incorporate sustainability issues into traditional financial reporting. Investing in digital data management tools will aid in monitoring data, measuring meaningful metrics, and leveraging data to identify hotspots within emission categories to take actionable insights. A sustainability scorecard can be developed to report and track metrics to foster better outcomes.

Step 10: Verify and assure

The verification and assurance process enhances the credibility of the sustainability data and process. To reach the gold standard, companies must consider working with external assurance by independent organizations to build credibility for the information disclosed and analysis undertaken in the report.

Step 11: Develop, review, publish and communicate the report

The sustainability report is developed explaining in detail the major strategic risks and opportunities from the sustainability agenda. A good report must clearly communicate how the sustainability issues have been tackled and the impact on the company's bottom line. The report is then reviewed internally by experts for accuracy, tone, consistency, and other characteristics with the final approval from the Board. Collaboration with the relevant design team is essential to produce an aesthetically appealing report. Finally, multiple internal and external communication channels are used to launch the report and deliver the key sustainability messages.

Step 12: Review learnings and innovate

One of the best practices is to review the sustainability reporting process every year to understand the bottlenecks, successes, learnings, collaboration with stakeholders, and review process to ensure continuous improvement. The process opens opportunities to think beyond compliance, highlight new metrics for potential inclusion every year and challenge the content of the sustainability report.

- ▶ A company would need to identify the anchor point from which sustainability becomes critical to act. The anchors can be core values, innovation, efficiency, cost reduction, social license to operate, etc.
- ▶ Clear definition of the impact of metrics is needed to capture value for acting on sustainability. The strategy to a successful sustainability initiative is to change one small step at a time – a journey is accomplished with multiple milestones.
- ▶ The sustainability roadmap is typically viewed as a continuous feedback loop to show that companies will need to continue to invest in performance development or risk falling behind



8

Call to actions and next steps

Collaboration across value chain, implementation of digital technologies, and applying sector use-case learnings will help companies elevate their sustainability agenda



Companies can **collaborate with industry peers** and customers to maximise the value of sustainability by bringing sustainable products, policies, standards, and innovation

Representation on company board in the form of a **sustainability governance** or by **linking executive remuneration to ESG targets** demonstrate accountability within the company

Embracing digitization for spearheading sustainability agenda improves data governance, help in evaluating sustainable financing, and assesses opportunities and progress on goals

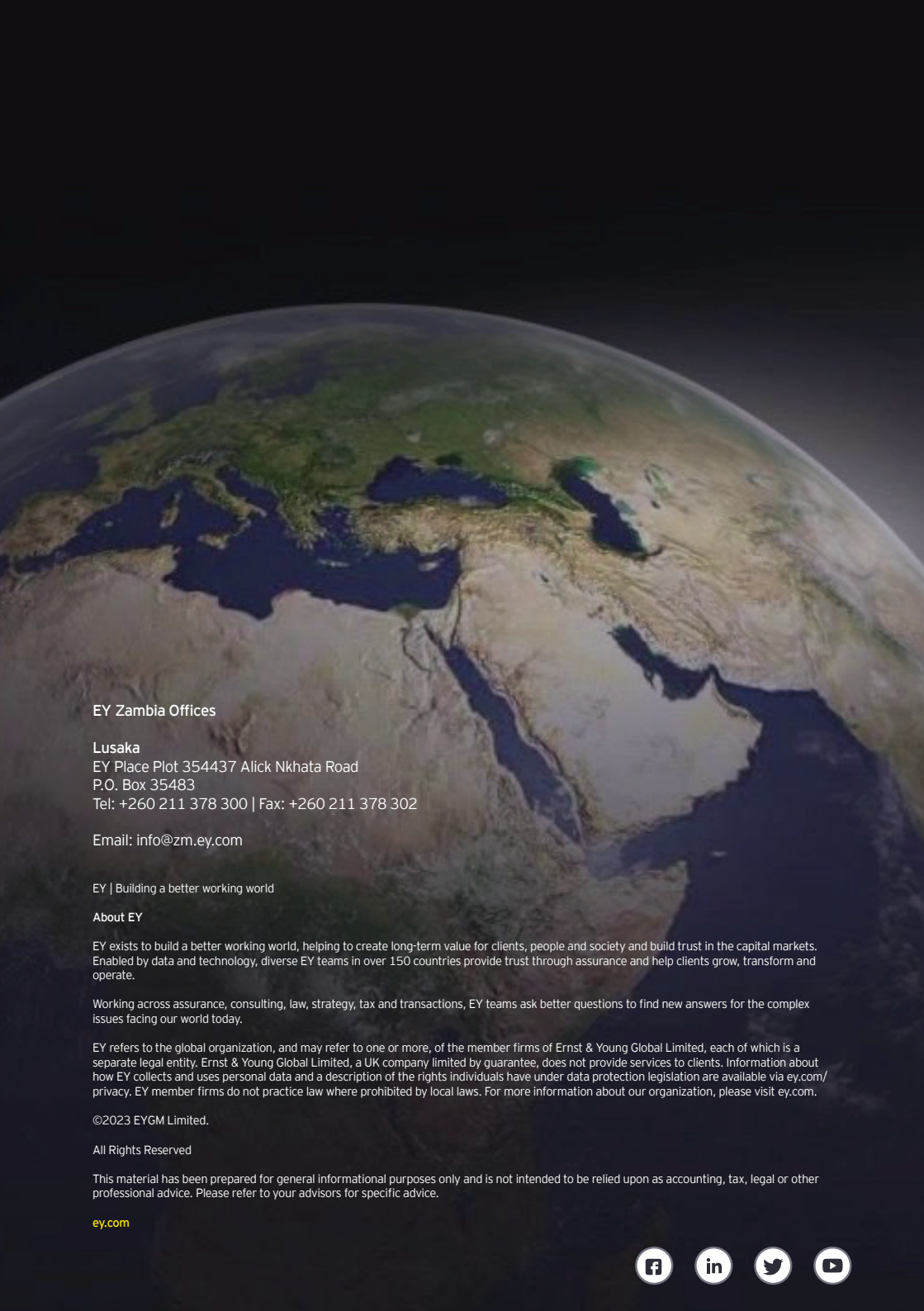
Peer learning and applying sustainability best practices from other industries can help companies understand what other firms have done and pitfalls to avoid during sustainability journey

Companies must **integrate transparency in business models** by providing disclosures on sustainability commitments across all scopes of their business

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Sustainable reporting for me is really how as a business we can better communicate the broader non-financial issues that impact or add to value creation.

Mutale Mukuka, Chief Financial Officer
Copperbelt Energy Corporation Plc



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