

• Ifmec Slotconferentie •

Van harte welkom!

# INHOUD

WAT WE BESPREKEN



- Opening
- FM(Haaglanden) en duurzame inkoopstrategie
- PWC
- Korte pauze
- Nederland Paviljoen World Expo Dubai
- Paneldiscussie "Naar een duurzaam Tata: de bijdrage van FM"
- Uitreiking SDG-brochure en afsluiting
- Borrel!

# Welkom!



## Ed Vosselman

- Ifmec Academy / Ifmec R&I

# Er is sprake van een transitie (kantelruimte)

- De samenleving is op weg naar een andere ordening: dat gaat met onzekerheid, rommeligheid en strijd gepaard
- De bedrijfsmodellen uit de tijd van het neoliberalisme voldoen steeds minder
- De economie krijgt een nieuw fundament: van fossiele energie naar duurzame vormen van energie

# Pas op voor valkuilen

- De kantelruimte is geen ruimte voor alleen technische oplossingen aan de tekentafel, maar vraagt om interdisciplinariteit
- De kantelruimte vraagt om moedige mensen die kunnen omgaan met onzekerheid
- De kantelruimte is een ruimte waarin problemen, oplossingen en belangen in wisselwerking met elkaar bewegen
- De kantelruimte is een ruimte waarin we 'de politiek' zullen moeten omsingelen (politici zijn geen technocratische probleemoplossers)

# Hoe zit FM in de kantelruimte?

- Van uitvoering en dienstverlening naar 'strategic partnering'
- Innoveren!
- Van structuurdenken naar procesdenken en netwerkdenken

*Welke bijdrage kan FM leveren in de kantelruimte? Wat is de visie van de professie?*



• FM Haaglanden •

Han Baak



FMHaaglanden  
Ministerie van Binnenlandse Zaken en  
Koninkrijksrelaties

# Slotconferentie IFMEC 12 november 2021

*Wat kan FM(H) bijdragen aan  
inkoopstrategie?*

Han Baak & Marianne van der Ploeg





# Feiten en cijfers



Medewerkers  
Circa 575



Contracten en  
leveranciers  
333 leveranciers  
418 contracten



Werkplekken  
(20.000) met alle  
facilitaire diensten  
voor circa 30.000  
gebruikers



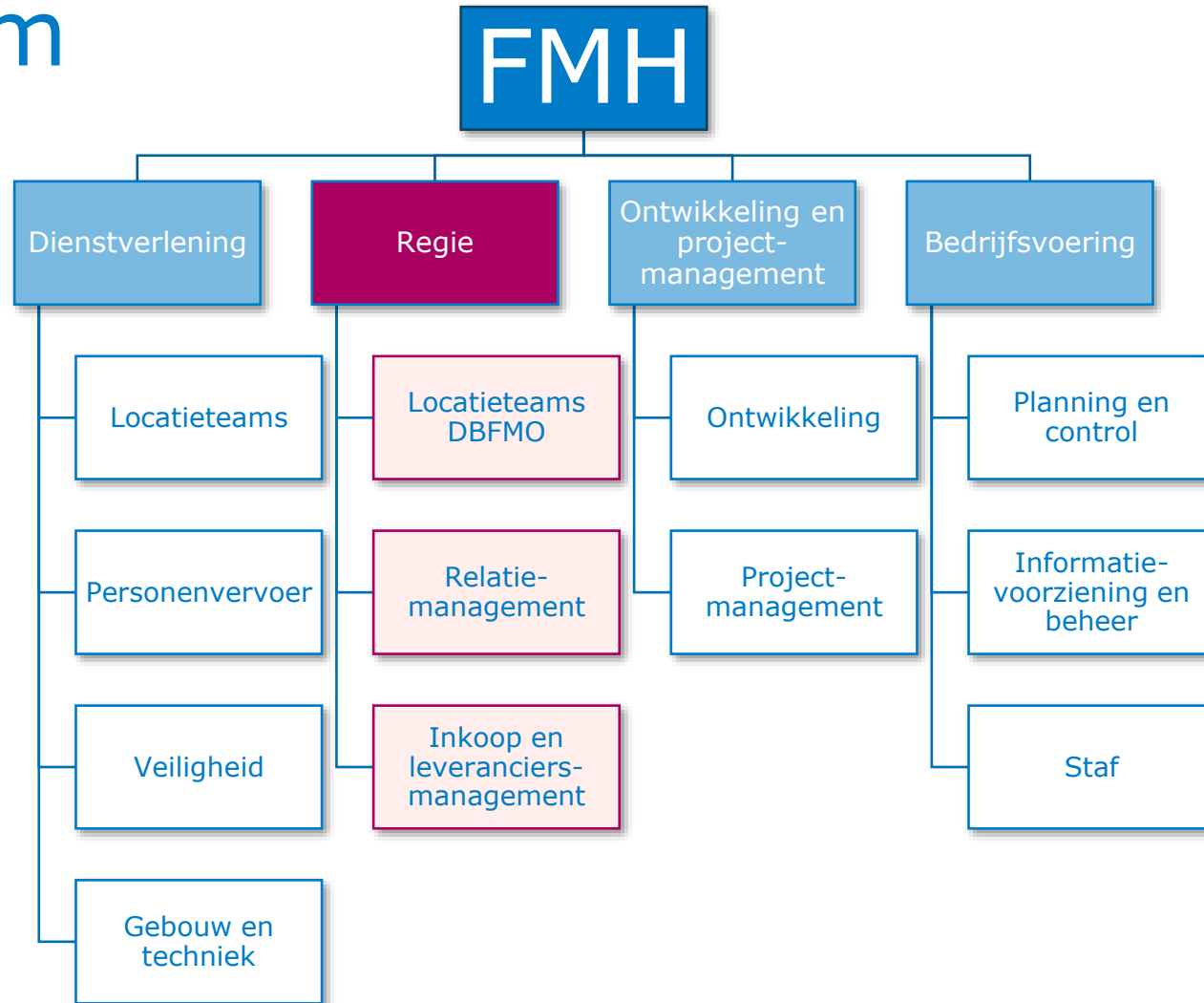
Rijksgebouwen  
26 waarvan  
2 DBFMO



Jaaromzet  
€ 129 mln  
waarvan 117 mln  
generieke  
dienstverlening  
(91%)



# Organogram





# We realiseren impact met inkoop

We staan in Nederland voor grote opgaven. Het (kabinet) pakt de uitdaging van de klimaatverandering aan, we willen onze economie meer en meer circulair maken, zorgen voor banen voor mensen met een afstand tot de arbeidsmarkt en staan middenin de energietransitie. De innovatiekracht van onze economie is een belangrijk bron van slimme en blijvende oplossingen. Stuk voor stuk grote en wezenlijke vraagstukken, waarvoor alle zeilen moeten worden bijgezet. Ook die van de Rijksinkoop.

(Bron: Inkopen met Impact, bijlage bij Kamerbrief Inkoop 28-10-2019)



# Doelen inkoopstrategie Rijksoverheid

Met haar manier van inkopen van producten en diensten wil de Rijksoverheid:

- de gevolgen van klimaatverandering aanpakken;
- de ontwikkeling naar een circulaire (duurzame) economie versnellen;
- baankansen creëren voor mensen die minder makkelijk op de arbeidsmarkt komen.



# Wat kan FM(H) bijdragen aan inkoopstrategie?

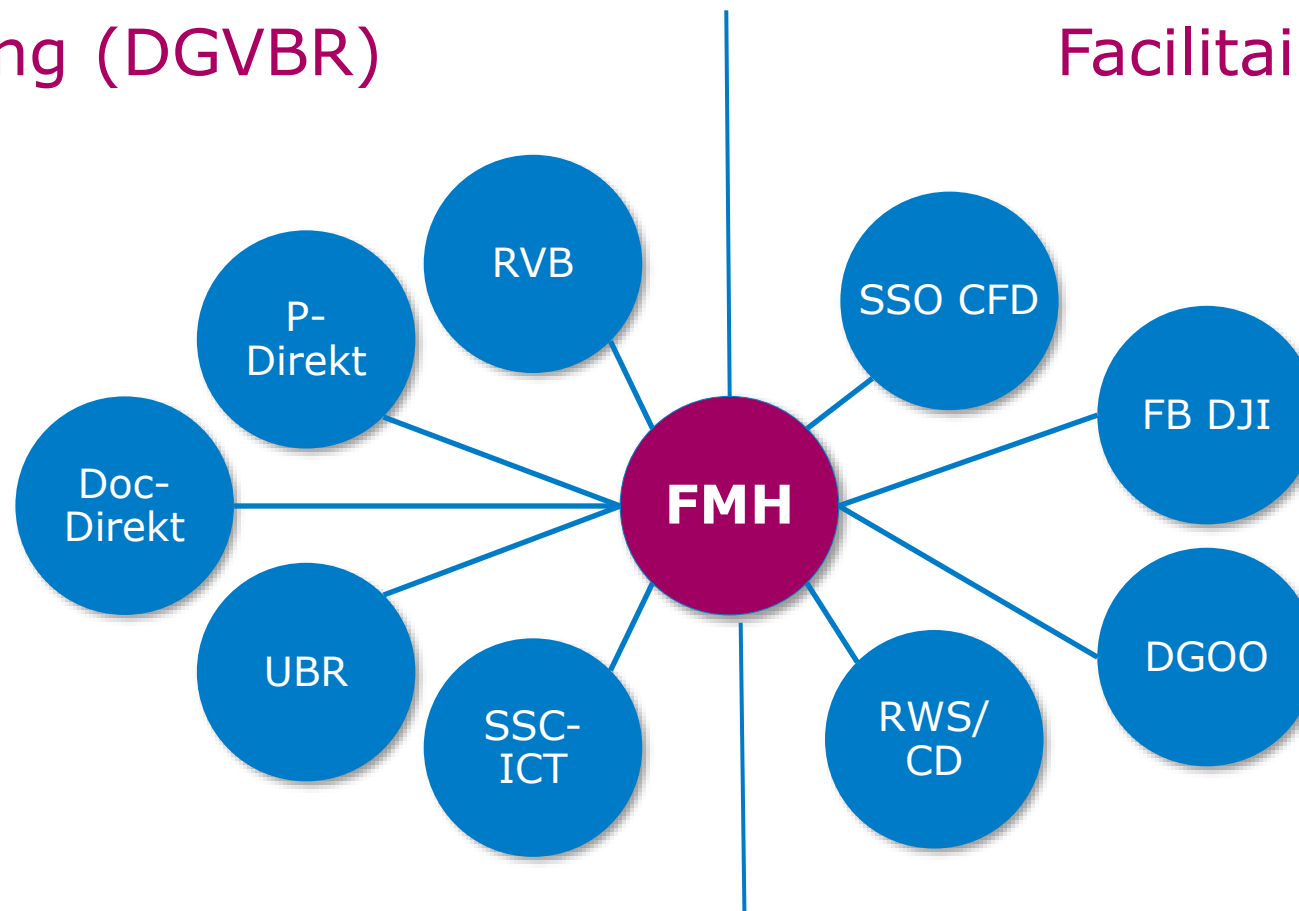
1. Onderdeel van maatschappelijke transitie.
2. EA teams zijn verplicht om MVI-criteria in de aanbestedingsstukken op te nemen.
3. Onderdeel van de gunning bij inkopen.
4. Samenwerking met categoriemanagement en IUC/HIS.
5. Aandacht binnen de inkoopketen.
6. Leveranciers en dienstverleners betrekken.
7. Ontwikkeling binnen FMH.



# Samenwerking binnen BZK en LFMO

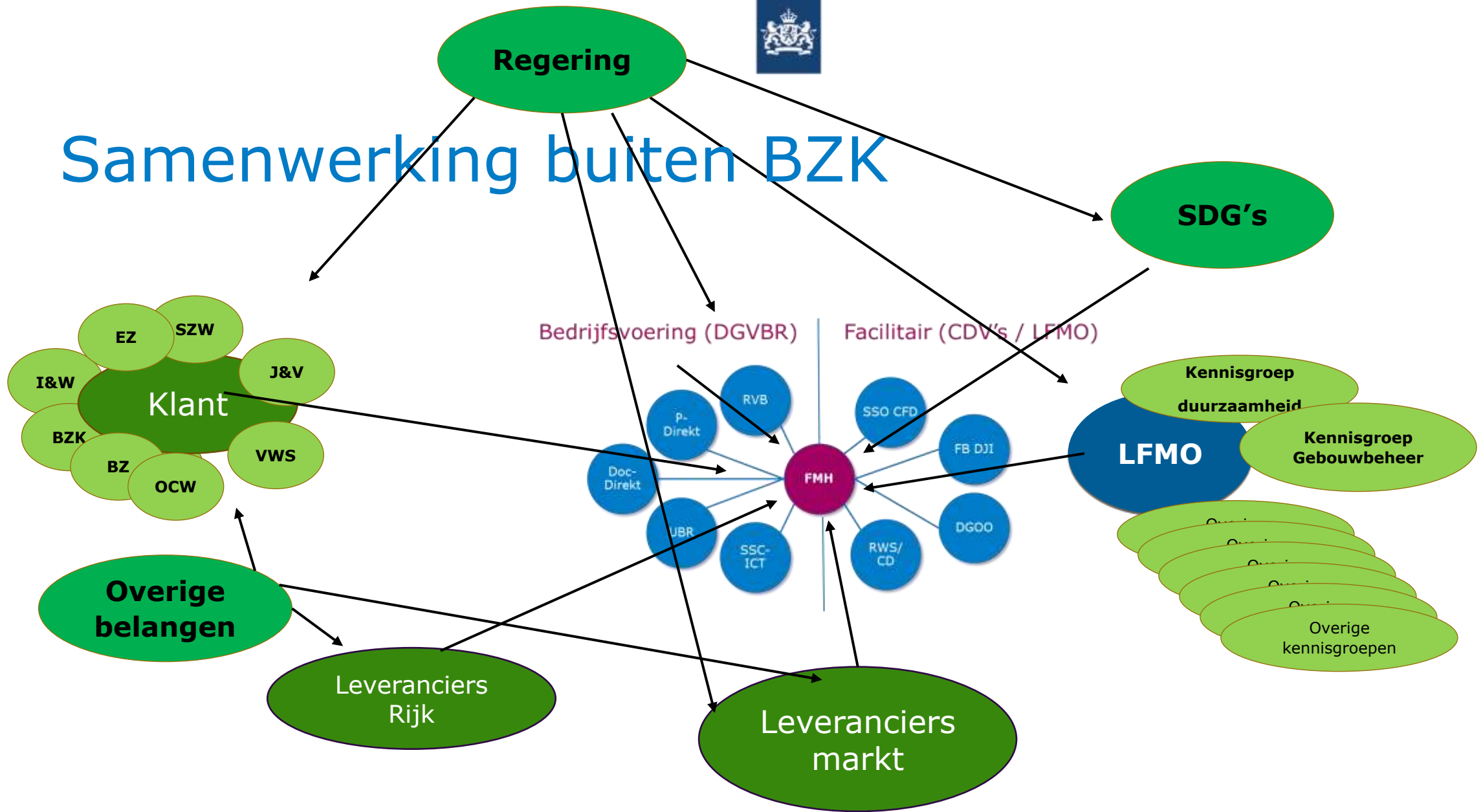
Bedrijfsvoering (DGVBR)

Facilitair (CDV's / LFMO)





# Samenwerking buiten BZK





# Wat kan FM bijdragen aan strategie waarbij de organisatie centraal staat

- > De 17 SDG's zijn bekend: het WAT
- > De weg HOE deze te bereiken / in te vullen is de zoektocht die wij als Rijk ondernemen:
  1. We realiseren impact met inkoop
  2. We stimuleren een duurzame, sociale en innovatieve economie en samenleving
  3. We kiezen en bepalen ambities vooraf

4. We werken samen
5. We zijn aanspreekbaar op resultaten en transparant

Conclusie: Context van handelen is van invloed op mate van invloed FM op strategie van een organisatie.





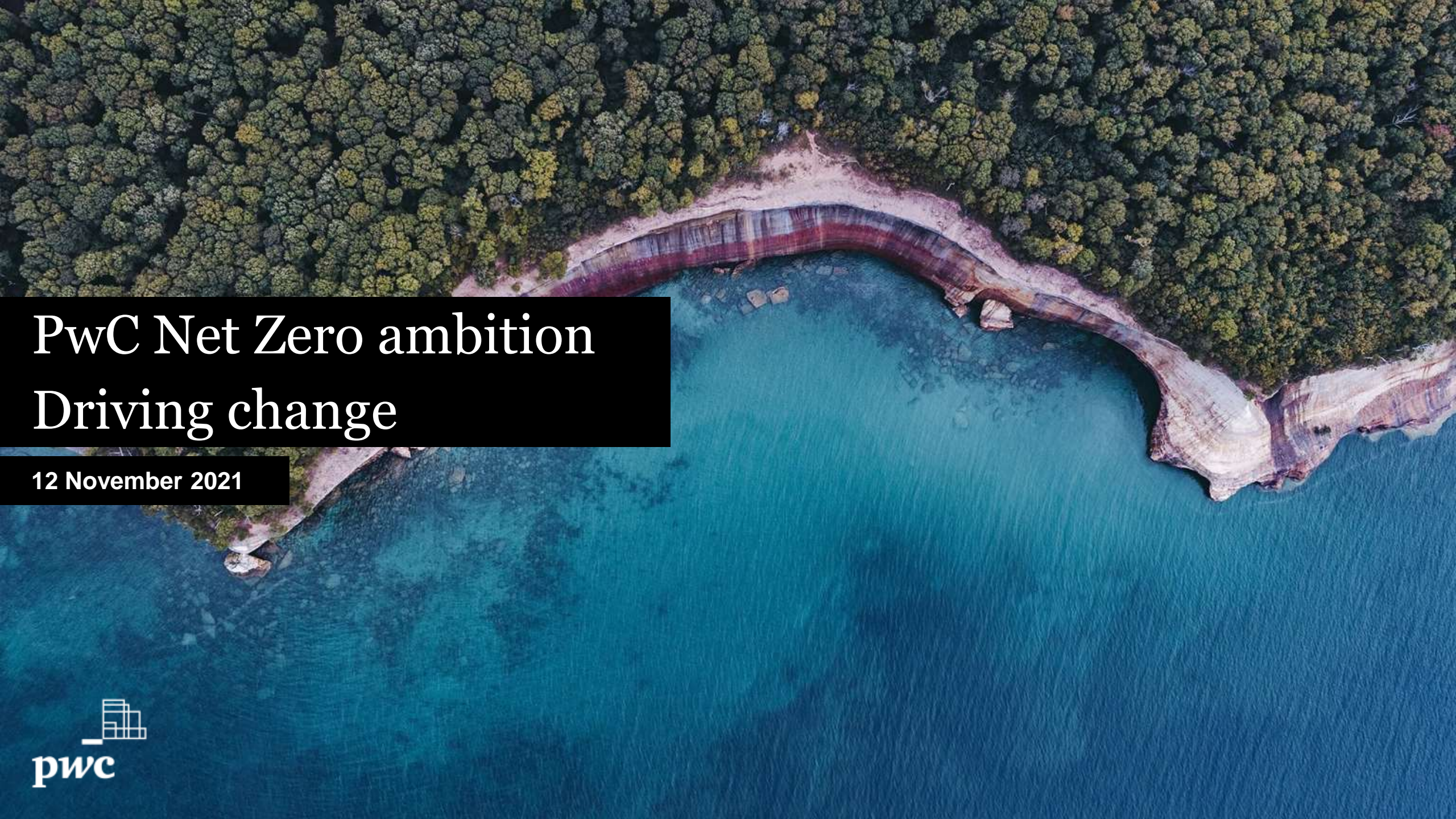
Bedankt voor jullie aandacht!

**thanks!**

FMHaaglanden,  
voor een comfortabele werkomgeving!

Tombow ABT  
Acid Free

N15



# PwC Net Zero ambition Driving change

12 November 2021



# Our environmental ambition

## Our Net Zero ambition

*“We want to become Net Zero by 2030”*

No waste, no emissions, optimal (re)use



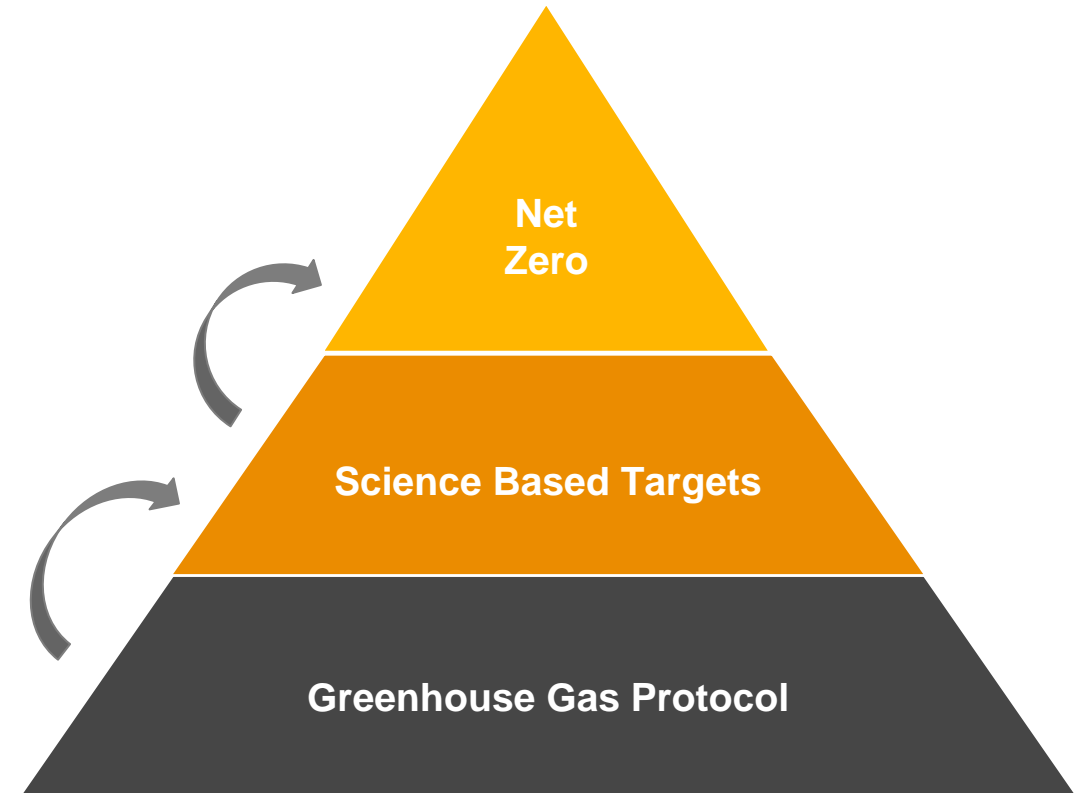
Solving important problems is part of our purpose



Our employees expect a challenging ambition



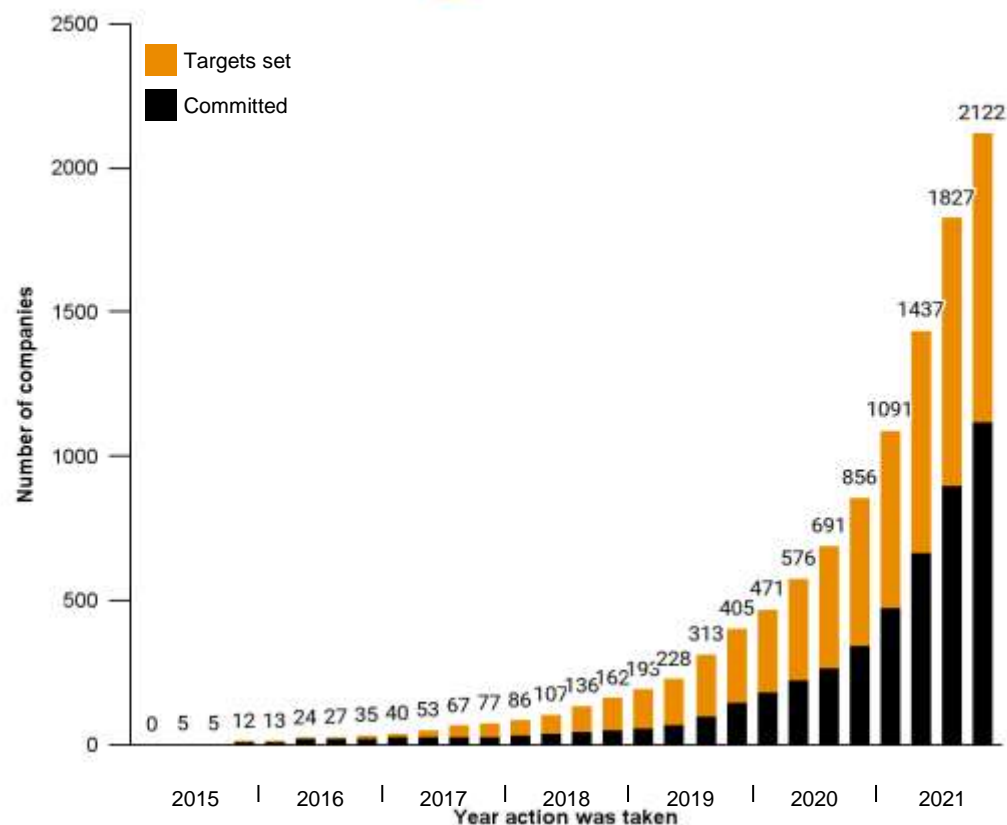
Talk the talk, and walk the walk



# Across the globe organisations pick up the pace

Net Zero climate targets are becoming the new standard to show your company is in line with the goals of the Paris Agreement

## Companies taking action (SBTi)



# 20%

Of total global companies in terms of market cap

Large companies are committing to SBTi and pulling their supply chain with them, due to effective supplier engagement targets. We see a similar trend in the Netherlands.

## Major players



amazon

Microsoft

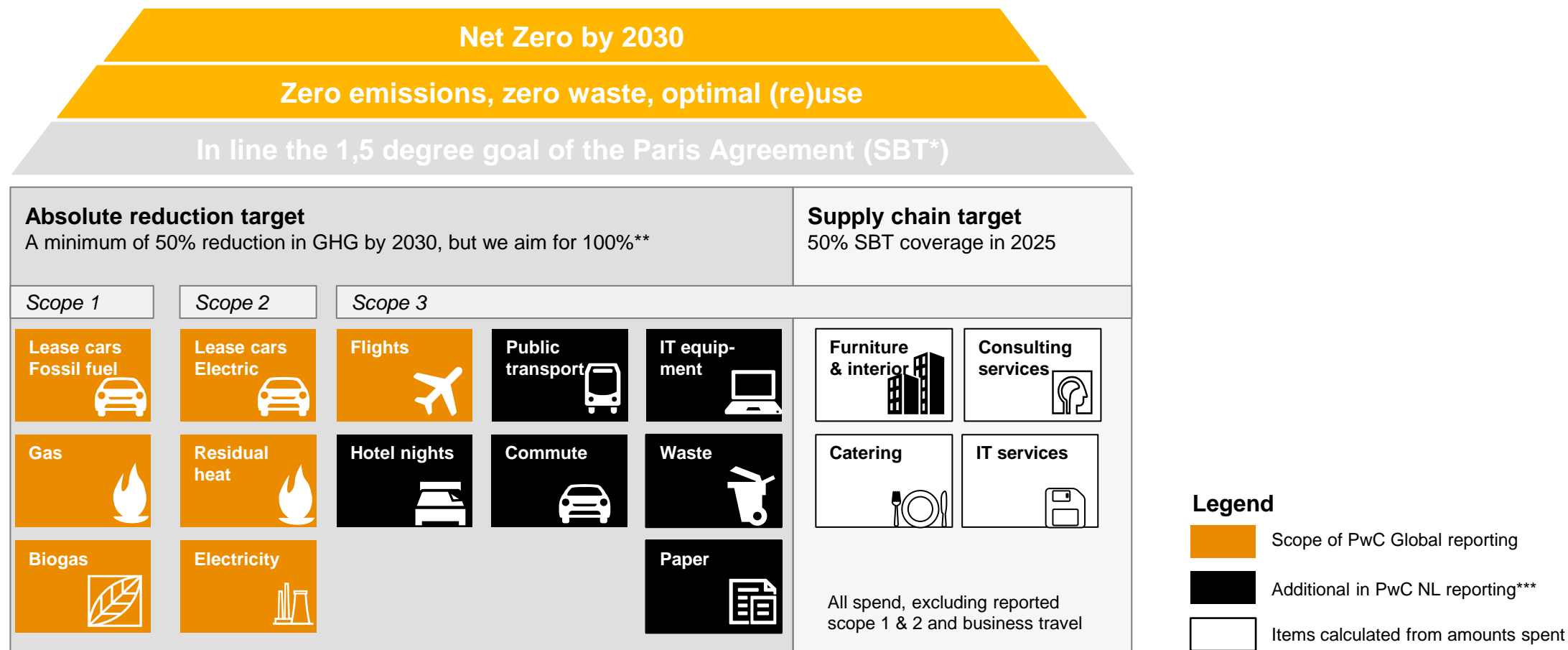


ABInBev

ING

# The Net Zero ambition also addresses the supply chain

Categories that are not included in our absolute reduction target, are included in our supply chain target



\* From FY21 onward we report in accordance with GHG protocol of the World Resources Institute (WRI) and in line with the criteria and recommendations of the Science Based Targets initiative to stay below 1.5°C emissions scenarios, the preferred goal of the Paris Agreement.

\*\* All remaining emissions will be offset with Carbon Removal Certificates.

IFMEC - | PwC \*\*\* PwC NL has (similar to some of the other Strategic Councils) a broader scope than Global. The scope better reflects NL's circular part of our ambition: no waste and optimal use of resources.

A personal note from our chairman

What marks 2020/2021

PwC in the Netherlands

Report of the Board of Management

- What's happening around us  
- What's happening here

- A look at our strategy  
- Financial results for sustainable investment  
- Corporate Governance  
- Risk Management

Report of the Supervisory Board

Financial statements Holding PricewaterhouseCoopers Nederland B.V.

Appendices



### Our environmental impact

PwC has the ambition to have Net Zero emissions by 2030. As part of this ambition, we monitor our GHG emissions.

By GHG emissions we mean the greenhouse gases described in the Greenhouse Gas Protocol (GHG Protocol) expressed in CO<sub>2</sub> equivalents. These include CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>. The GHG Protocol is the international standard for reporting greenhouse gases. In the report, the emissions are categorised into three scopes:

**Scope 1: Direct emissions from owned/controlled operations**

**Scope 2: Indirect emissions from the use of purchased electricity, steam, heating, and cooling**

**Scope 3: Upstream emissions**

To realise our Net Zero ambition, we also set intermediate targets:

2021/2022: maintain 25% reduction of pre-COVID mobility

2021/2022: 100% renewable electricity

2023/2024: 40% emission reduction

2024/2025: zero waste and a fossil-free carfleet

2024/2025: 30% less motorised mobility (50% less in 2030)

2024/2025: 50% Science Based Targets coverage with suppliers

Please refer to pages 130-131 for all definitions.

Please refer to pages 129-134 for an extensive overview of all the measures we have taken this last year.

### Sum of tCO<sub>2</sub>e

		year		
		2020/2021	2019/2020	2018/2019
Scope 1	Total GHG emissions scope 1	1,094	3,745	5,057
	Natural gas combustion in buildings	569	487	455
	Lease cars - fossil fuel	525	3,258	4,602
Scope 2	Total GHG emissions scope 2	273	1,678	2,093
	Total purchased electricity (excl. renewable)	0	248	544
	Purchased non-renewable heat	57	51	69
	Purchased renewable heat	186	165	179
	Lease cars - electricity usage	30	1,214	1,301
Scope 3	Total GHG emissions scope 3	1,411	9,864	12,904
	Purchased goods and services	102	797	1,190
	Capital goods	918	807	200
	Waste generated in operations	76	250	325
	Business travel - air	41	5,601	8,398
	Business travel - car	267	971	1,140
	Business travel - public transport	7	167	126
	Employee commuting*	0	1,271	1,525
	<b>Total GHG emissions of PwC NL</b>	<b>2,778</b>	<b>15,287</b>	<b>20,054</b>
Additional reduction measures				
	Biokerosene purchases for air travel**	-32	0	0

\* Based on travel allowance by employees not entitled to lease car; all other commute kilometers are included in scope 1, 2 and 3

\*\* Currently reported out of scope 1,2,3 of Greenhouse Gas Protocol

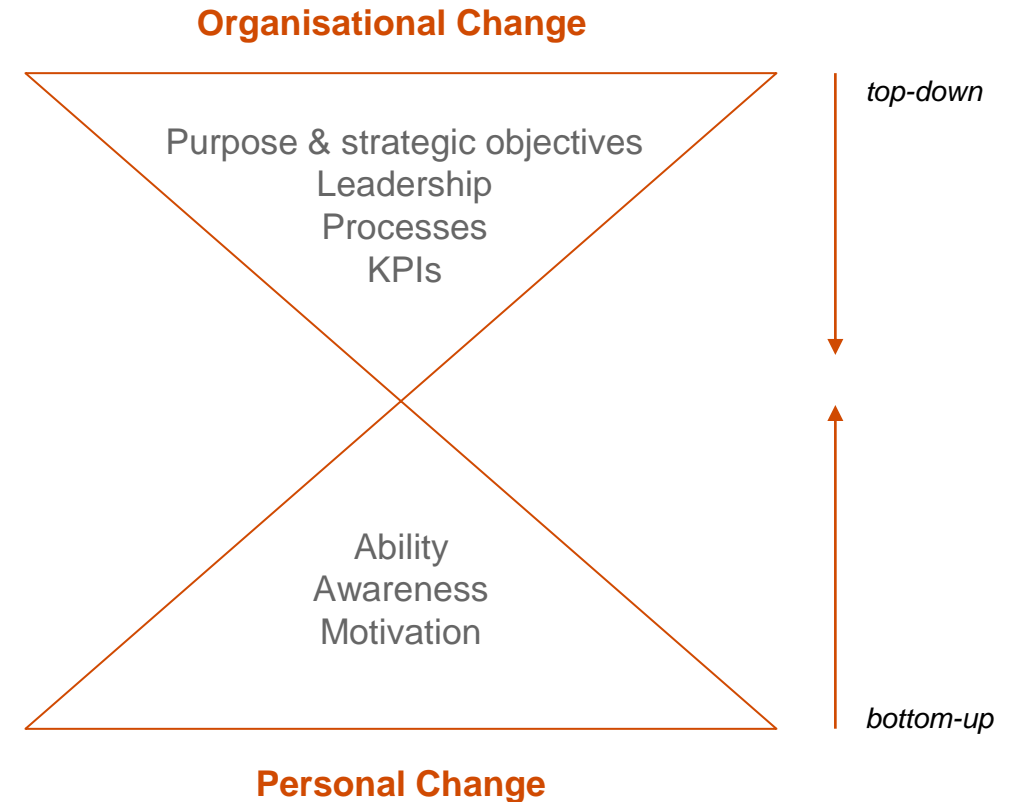
How do we  
drive change  
within the  
organisation?

# Combination of organisational and personal change

To achieve change, organisational transformation needs to be established in parallel with personal change

**Leaders have to lead the way and change policies.** The top needs be clear on the strategic objectives and change internal processes.

**Employees need to be motivated to change personally.** Create bottom-up awareness and give them the ability to choose the sustainable options.

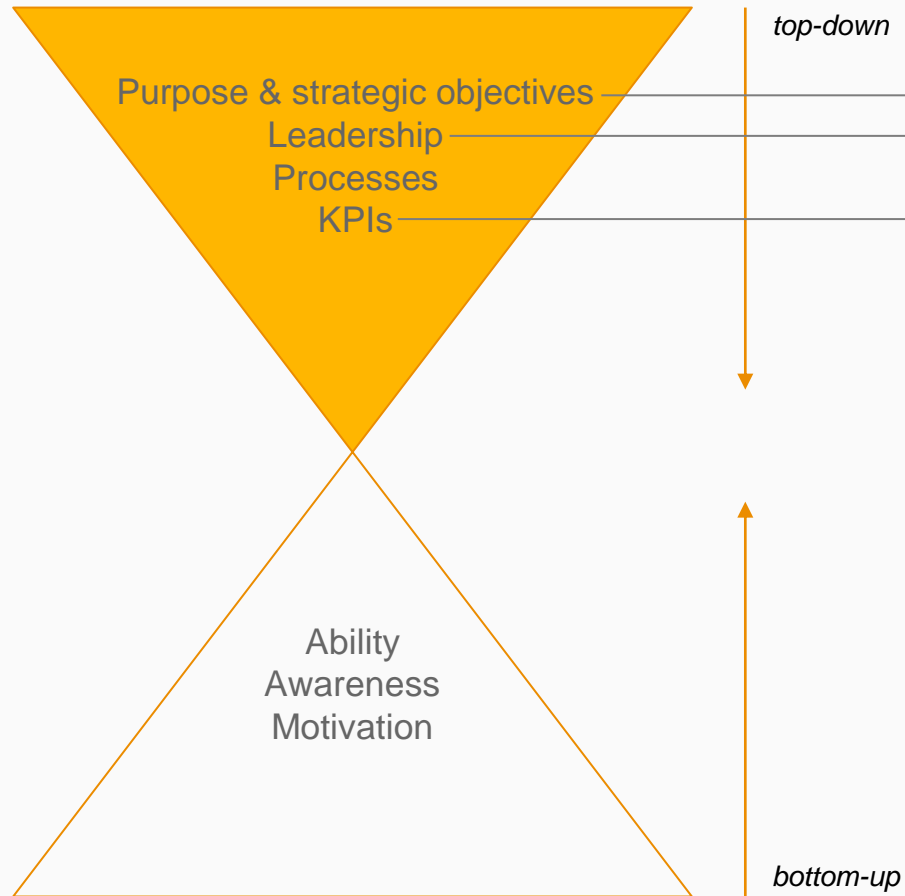


\*) Source: PwC NL CO2 survey, June 2020

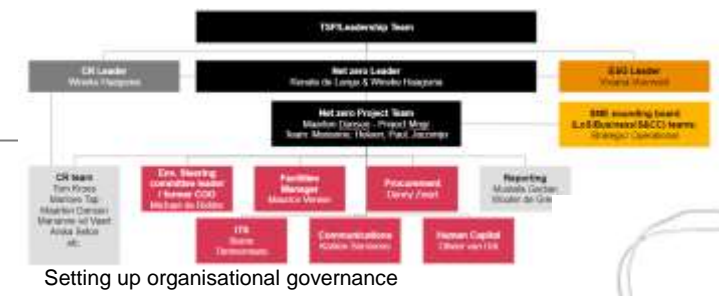


# Organisational transformation

## Organisational Change



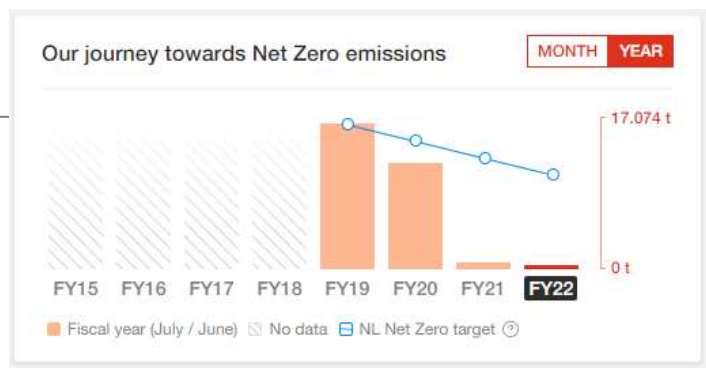
## Personal Change



Setting up organisational governance



Internal carbon price



# Example 1 - Creating shared responsibility

One department in the lead per impact area (contract/budget owner)

Impact area	Firm services					CR communication/ marketing
	FM	Procurement	ITS	HR		
Air/train mobility						
Car mobility						
Energy						
Waste						
Procurement						

Expected impact-influence

Responsibilities need to be clear and interaction needs to be facilitated

- **Environmental steering committee each quarter** - COO chair, Firm Service directors member
- **Project meeting each quarter** - Program managers per department
- **Bilateral monthly meetings** - Corporate Sustainability with individual departments

# Example 2 - Awareness about CO<sub>2</sub>

*What equals one tonne of CO<sub>2</sub>?*

- A) 500 trees growing for one year
- B) Regular round trip AMS-NYC business class
- C) Lifecycle iPhone 11
- D) Average Dutch household one year
- E) None of the above



# Example 2 - Awareness about CO<sub>2</sub>

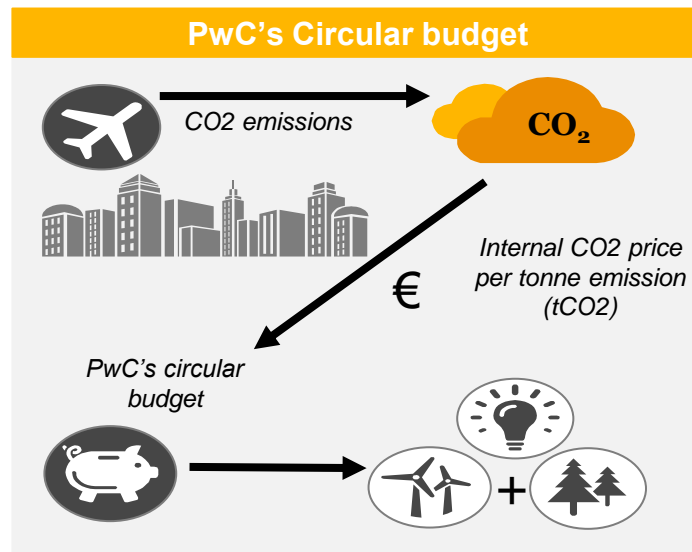
*What equals one tonne of CO<sub>2</sub>?*

- A) 500 trees growing for one year (10 tCO<sub>2</sub>)
- B) Regular round trip AMS-NYC business class (5.3 tCO<sub>2</sub>e)
- C) Lifecycle iPhone 11 (0.072 tCO<sub>2</sub>)
- D) Average Dutch household one year (23 tCO<sub>2</sub>)
- E) **None of the above**



# Example 2 - Awareness about CO<sub>2</sub> - internal carbon price

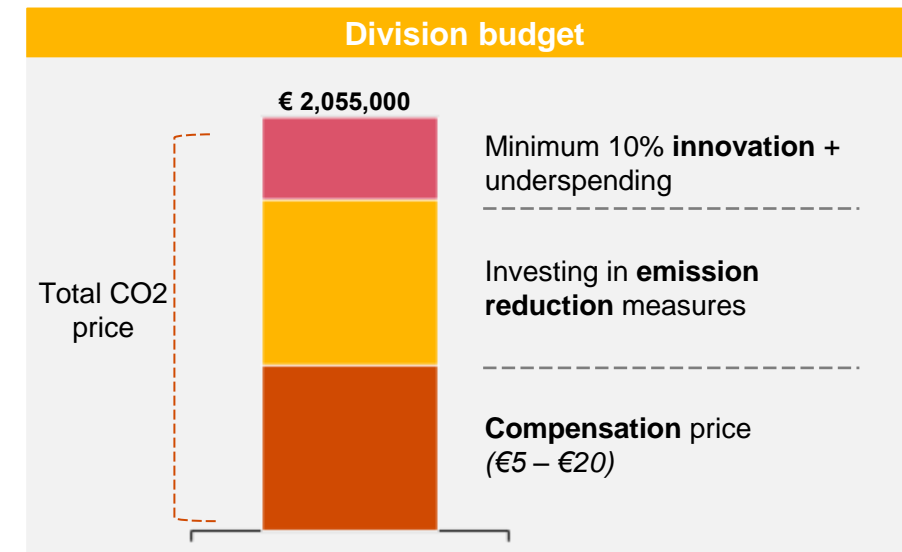
Within an organisation, euros are an easier unit to understand than tonnes of CO<sub>2</sub>. Using the internal carbon price, we monetise our carbon footprint to provide this insight



**Calculation budget**

The circular budget is calculated as follows, based on shadow price of €100 per tonne CO<sub>2</sub>:

Total emissions FY18	20,055 tCo <sub>2</sub>
Shadow price per tCO <sub>2</sub> e	€ 100
<b>Budget</b>	<b>€ 2,055,000</b>



The total CO<sub>2</sub> emissions times 100 euro/tCO<sub>2</sub> leads to PwC's circular budget. This is the minimum annual budget we use to **reduce, compensate and innovate**

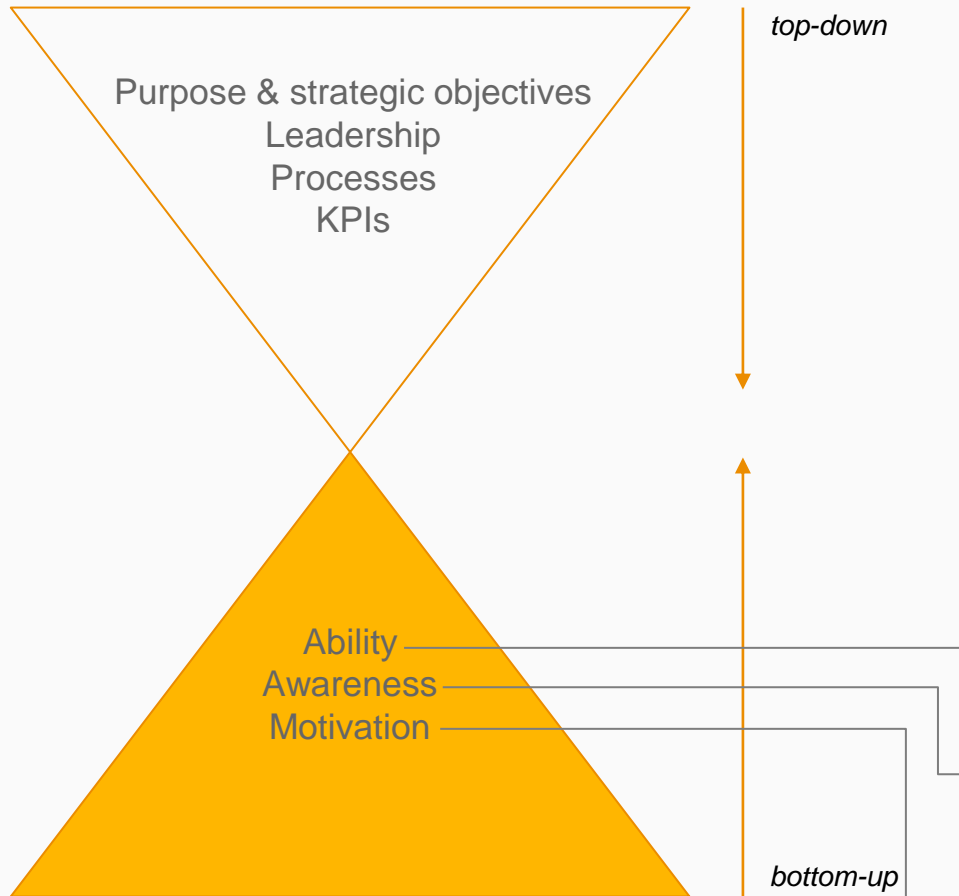
# Example 2 - ... and create funding for new innovations

## Machine learning to reduce food waste (startup Winnow)



# Personal change

## Organisational Change



New Way of Working conversation



Environmental Footprint Insights

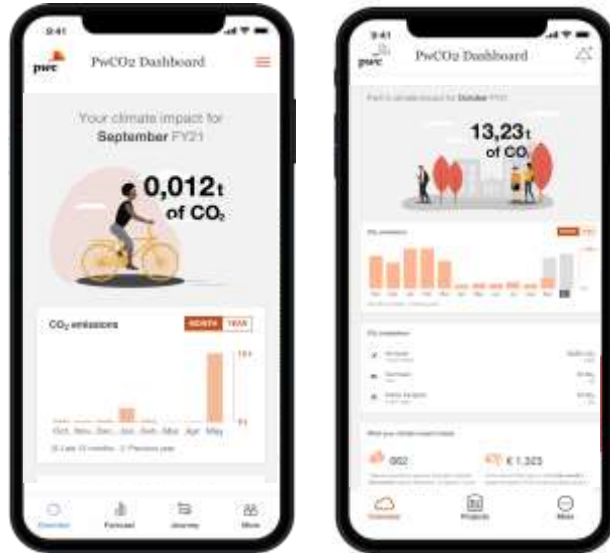


Upskilling program for all 295,000 employees



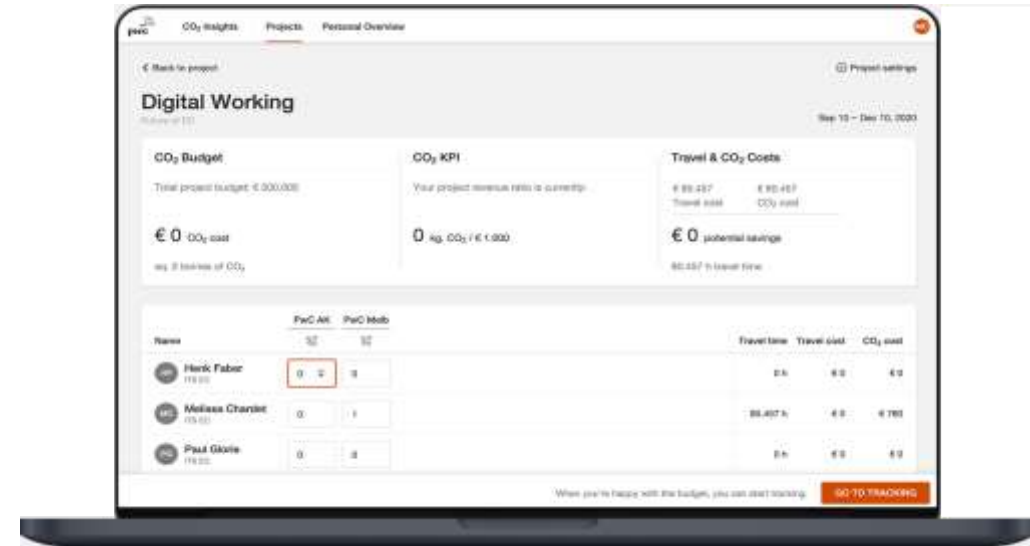
Contest: electric flight as price

# Example 1 - giving employees insights into emissions



Employee View & Company View

- **Provides insights to employees:** the CO2 emission of their mobility choices.
- **Informs an employee** about what their CO2 emissions actually mean.
- **Visualises and compares the employee's overall CO2 footprint** against their historical footprint to create awareness and drive behaviour change.



Project Lead View

- **Automatically tracks the CO2 emission, cost of CO2 and travel time** that will be generated by the project team's mobility.
- Provides a **CO2 KPIs** that enables project leads to work towards a reduction in the project's footprint.
- **Enables the discussion** in the team and with the client around mobility choices



# Example 2 - Create stories with employees

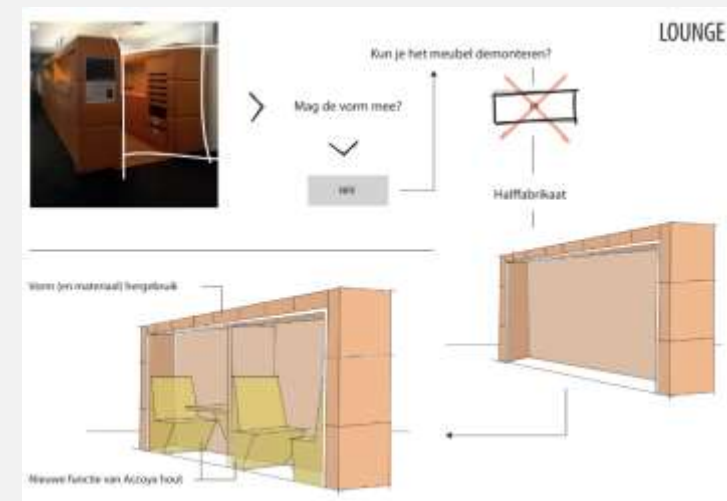
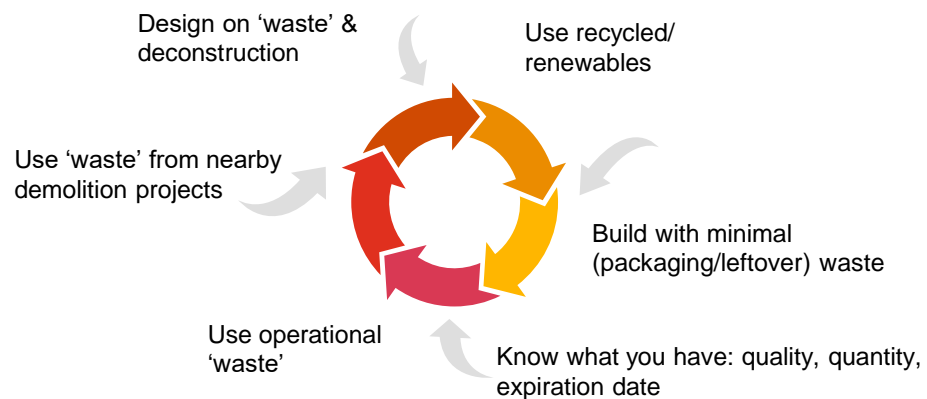
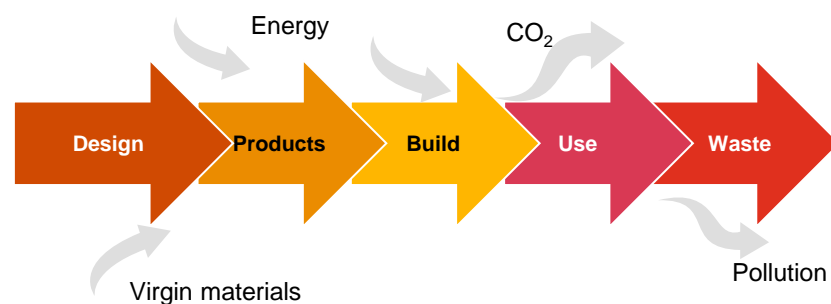
A recent partnership with Plastic Whale had a multi-angle benefit

## Shared benefits for plastic fishing in the canal

1. Plastic whale boat made with of our waste plastic
2. Marketing value of boat in the canals
3. Fun team activity for employees
4. Value for client events
5. Clean the Amsterdam canals (community impact)
6. New furniture made out of the canal plastic
7. Explore new opportunities for waste plastic with partners



# Example 3 - Employees experience change on office floors



Which organisational or personal measures drive your change?

*Open discussion / Q&A*





If you want to go fast

Go alone

If you want to go far

Go together!

[pwc.com](https://pwc.com)

[pwc.com/sustainability](https://pwc.com/sustainability)

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# Example 3 - Employees experience change

Een greep uit de genomen maatregelen F&B

- Minder vlees: oa warme maaltijden altijd vegetarisch
- Inzet van koks ipv catering medewerkers
- Minimaliseren monoverpakkingen
- Inzet van Waste Watchers, Giant Leaps en Winnow
- Versterken samenwerkingsverbanden/ duurzame aanbieders
- Inzet groentesnijmachine en sinaasappel pers
- Verduurzamen assortiment



# Sketch roadmap to 2030

## 1. Individual awareness

Creating a business culture in which talking about sustainable mobility choices is encouraged

## 2. Collective awareness

A business culture in which talking about sustainable behaviour becomes the new normal

## 3. Integration

A business culture that is encouraging employees to make sustainable choices

## 4. Thrive as collective

A business culture in which footprint awareness is part of employee's natural behaviour



2021



Environmental Footprint Insights across PwC NL



Sustainability Upskilling



Time is reserved for travel decisions with clients (with EFI tool)

2023



25% less motorised travel



Better alternative for the lease car

2025



30% less motorised travel



Net Zero emissions

2030



50% less motorised travel



Positive environmental impact



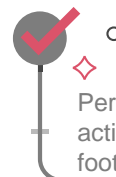
All our work contributes positively to the SDGs



We do not go back to the old normal: max 75% of our pre-covid travel



Employees understand the significance of our travel impact and are motivated towards active travel (cycling, walking)



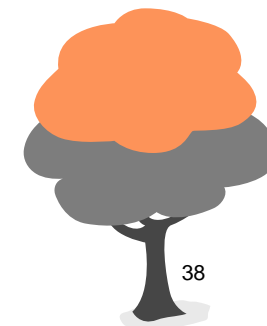
Personal sustainable actions to reduce footprint



Sustainable choices part of partner performance cycle



100% more active travel



# Performance PwC since FY19 and projection towards FY30

With our current efforts on the (to be) implemented, together with the low-hanging fruit measures we will stay on track for our 2030 ambition.

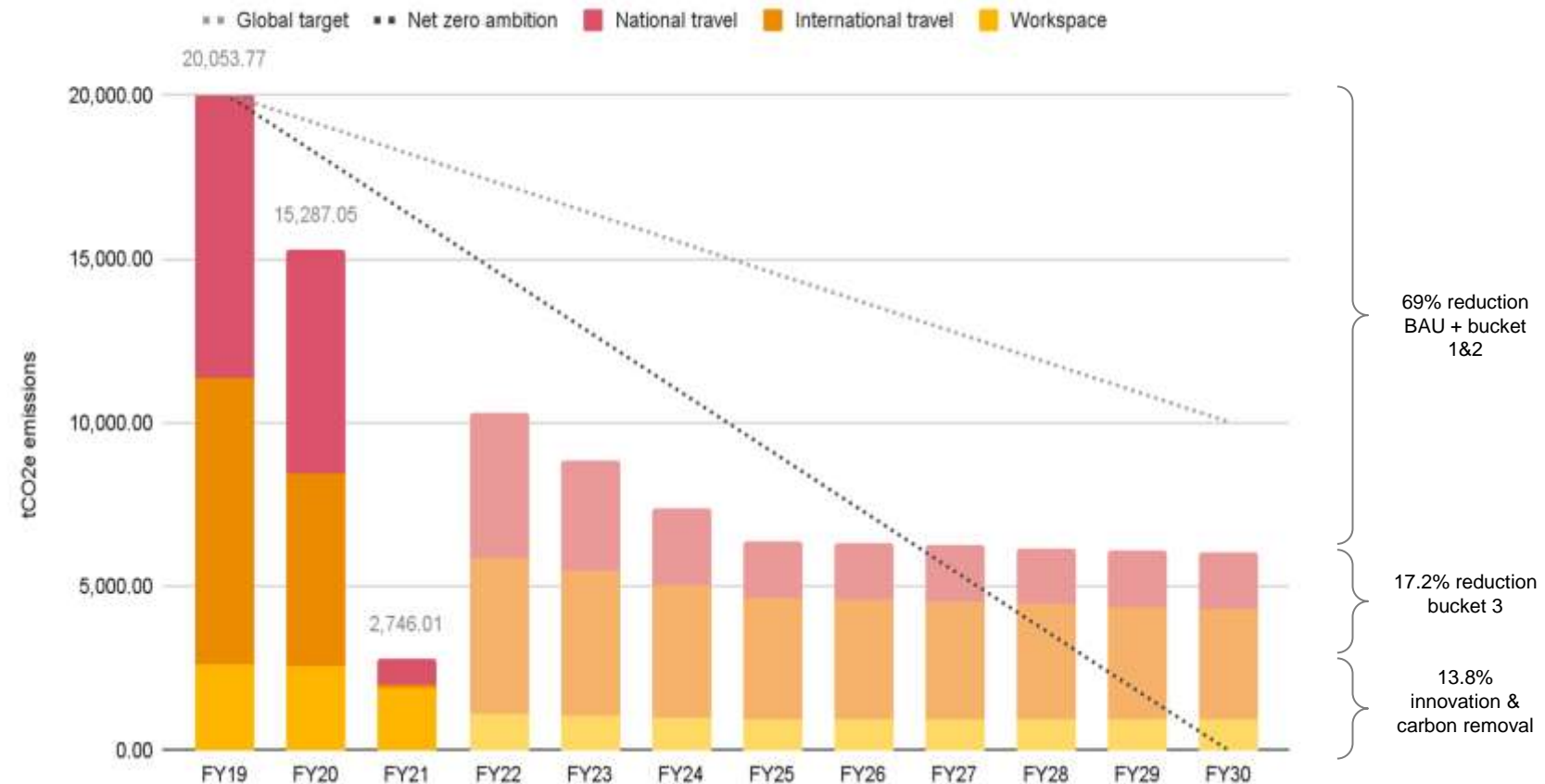
On the short term, with intended measures we can stay **on track for our ambition until FY26**. Bucket 1 & 2 consist of measures which are “already being implemented” or “low-hanging fruit” and account for 69% reduction.

**Biggest challenge remains flights**, which has limited alternatives (biokerosene or synthetic fuels).

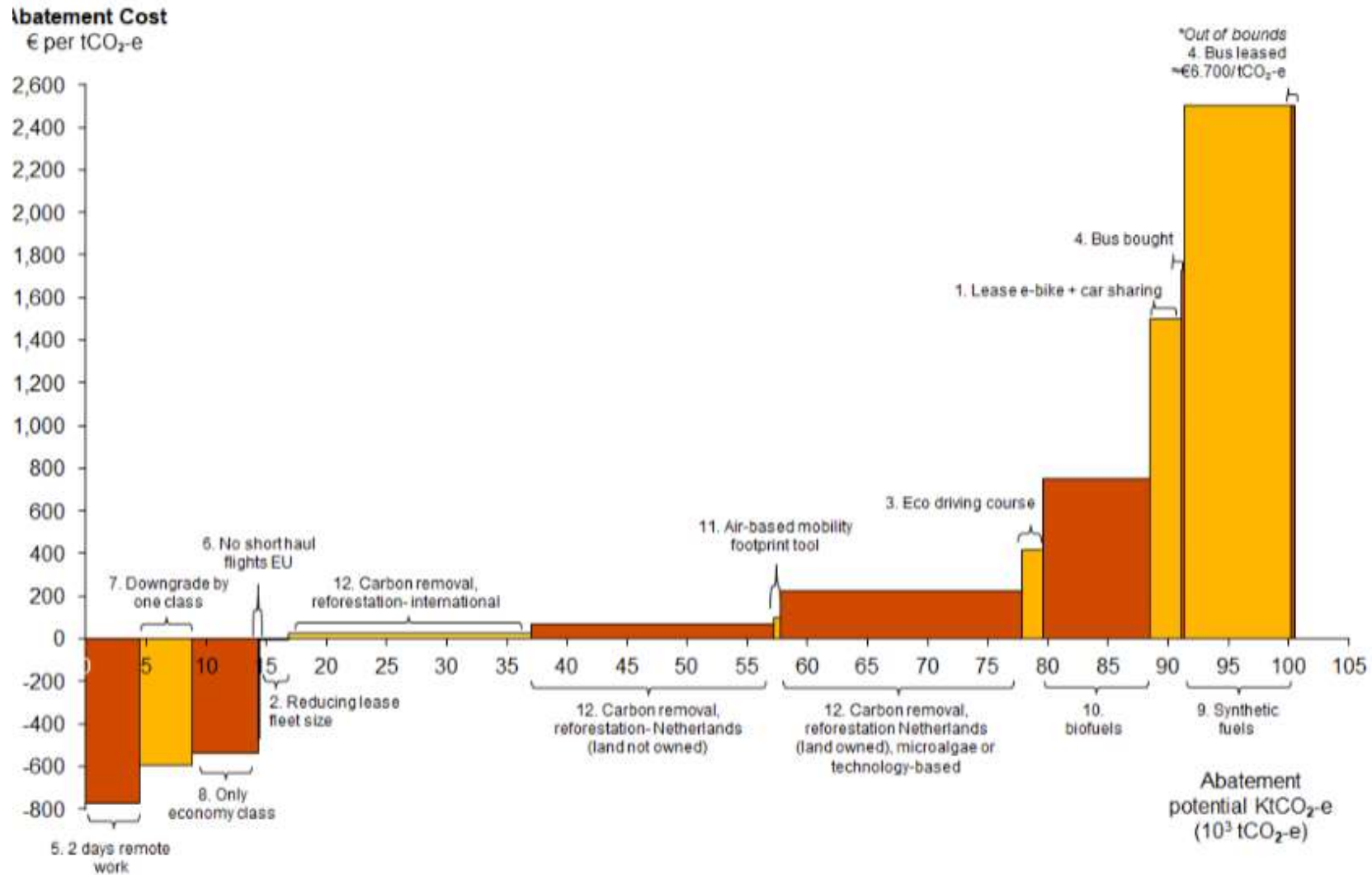
The “to be explored” bucket can potentially count for an additional ~3,400 tCO<sub>2</sub> savings (17.2% compared to FY19), but feasibility needs to be assessed. **The expected remainder is ~2,700 tCO<sub>2</sub>** (13.8%) which will need to be reduced with new technical innovations and Carbon Removal.

Not achieving the additional reductions (bucket 3 & innovation combined ~6100 tCO<sub>2</sub>) would, by current Carbon Removal cost projections, lead to ~610k annually (Estimated Removal price: 100euro/ton)

Projection FY19 to FY30 (BAU + bucket 1&2)



# Cost-abate curve PwC regarding mobility







# Koffie!

**i f M e c**  
· Facilitating Excellence ·



• Ifmec •

Leo Laanen &  
Kyara van der Tuin



• Internationale aandacht voor duurzaamheid & FM •

Inspiratiereis Ifmec & FMN: World Expo Dubai 2021

# Voorstellen



• Leo Laanen • Directeur Ifmec

• Kyara van der Tuin • Consultant Ifmec



- International release  
FM SDG project •

*The most sustainable pavilion: The Netherlands Pavilion Expo 2020 Dubai*



## FMN, Ifmec & SDG House Landgoed Zonheuvel

Ifmec and FMN (Dutch Facility Management association) share the opinion sustainability within organizations **must** be embedded in Facility Management Strategy to assure long lasting results.

### Facility Management...

- has a long-term focus within organizations and takes responsibility for continuity;
- can translate the SDGs from a corporate level to practical best practices in all 17 SDG's;
- can influence behavior by creating a sustainable work environment.



# • SDG FM project •



Zie website Ifmec voor internationale brochure en video's



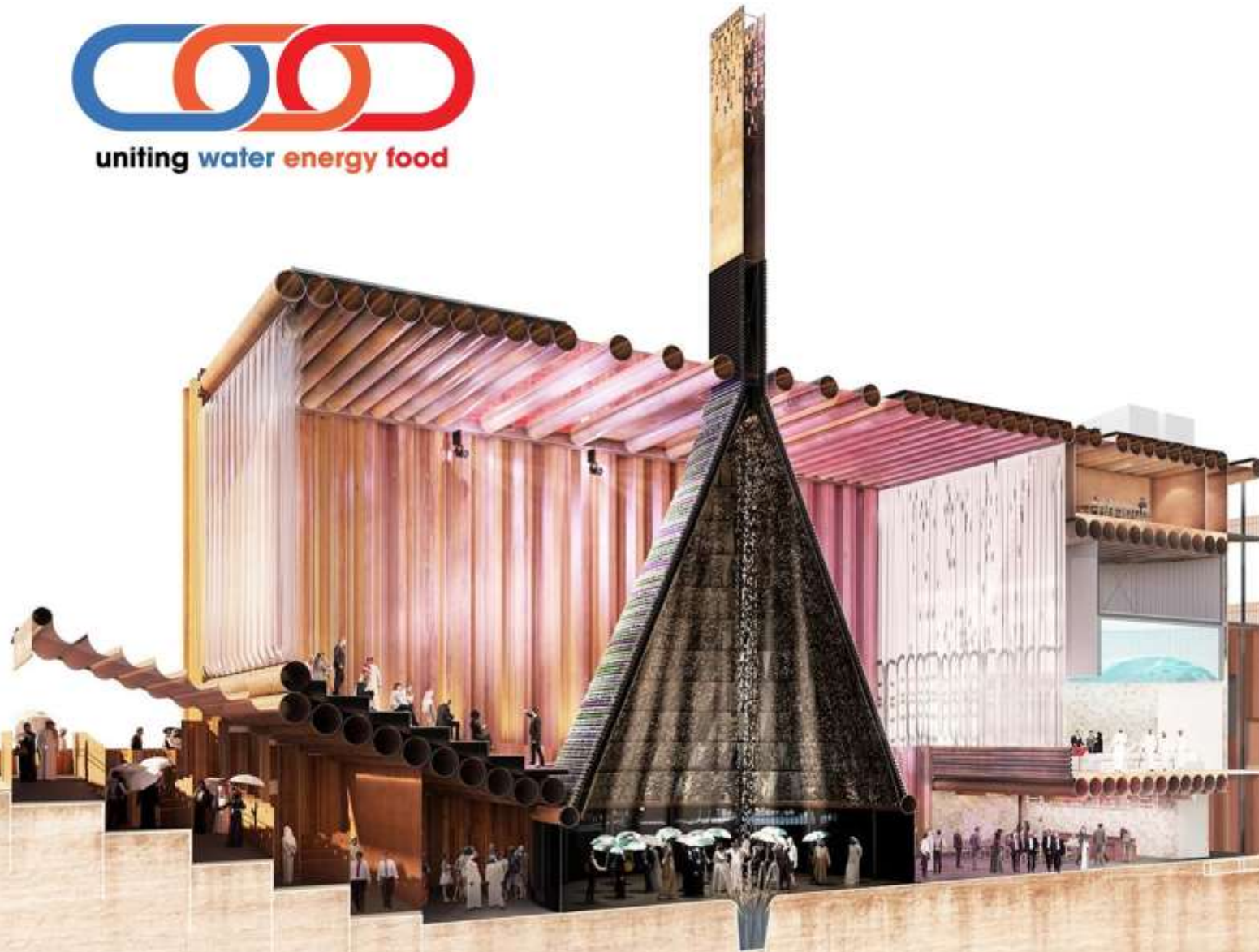
# Nederlands Paviljoen Om trots op te zijn!

Meest duurzame ontwerp binnen de Emiraten.

Interview met Niels Bouwman  
Directeur Nederlands Paviljoen Expo 2020

**i f M e c**  
· Facilitating Excellence ·





# Nederlandse Biotoop

Verenigen van water-, energie- en voedseloplossingen voor een gelukkiger en groenere planeet.

**i f M e c**  
· Facilitating Excellence ·

# Glas in lood zonnecel ramen

Gebrandschilderde zonnecel-dakramen

Functie:

- Leveren van energie
- Laten zonlicht binnen voor de watergekweekte groenten dankzij proces van fotosynthese

Ontwerper: Marjan van Aubel





# Sunglacier

Oogsten van honderden liters water;

Duurzame water-uit-lucht-technologie op zonne-energie.

Ontwerper: Ap Verheggen

# Ronde gordijnen

26 meter breed x 12 meter hoog

Gemaakt van biotextiel,  
industriële biologisch  
afbreekbaar.

Ontwerper: Buro BELEN





**DUTCH**  
uniting water energy food  
**DUBAI**

# Biobased vloertegels & akoestische wanden

Circulair materiaal: Geproduceerd met mycelium, het vegetatieve deel van paddestoelen

Ontwerper: Mogu




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· Facilitating Excellence ·



• Interesse? Laat het ons weten! •

Zie website Ifmec voor internationale brochure en video's

- 
- Naar een duurzaam Tata:  
De bijdrage van FM •

- Plan Zeester:  
Duurzame productie staal in IJmuiden •

**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION







**i f M e c**  
· Facilitating Excellence ·

# Start strategische casus Duurzaamheidstransitie



Jos de Keizer  
Change Manager Tata Steel IJmuiden

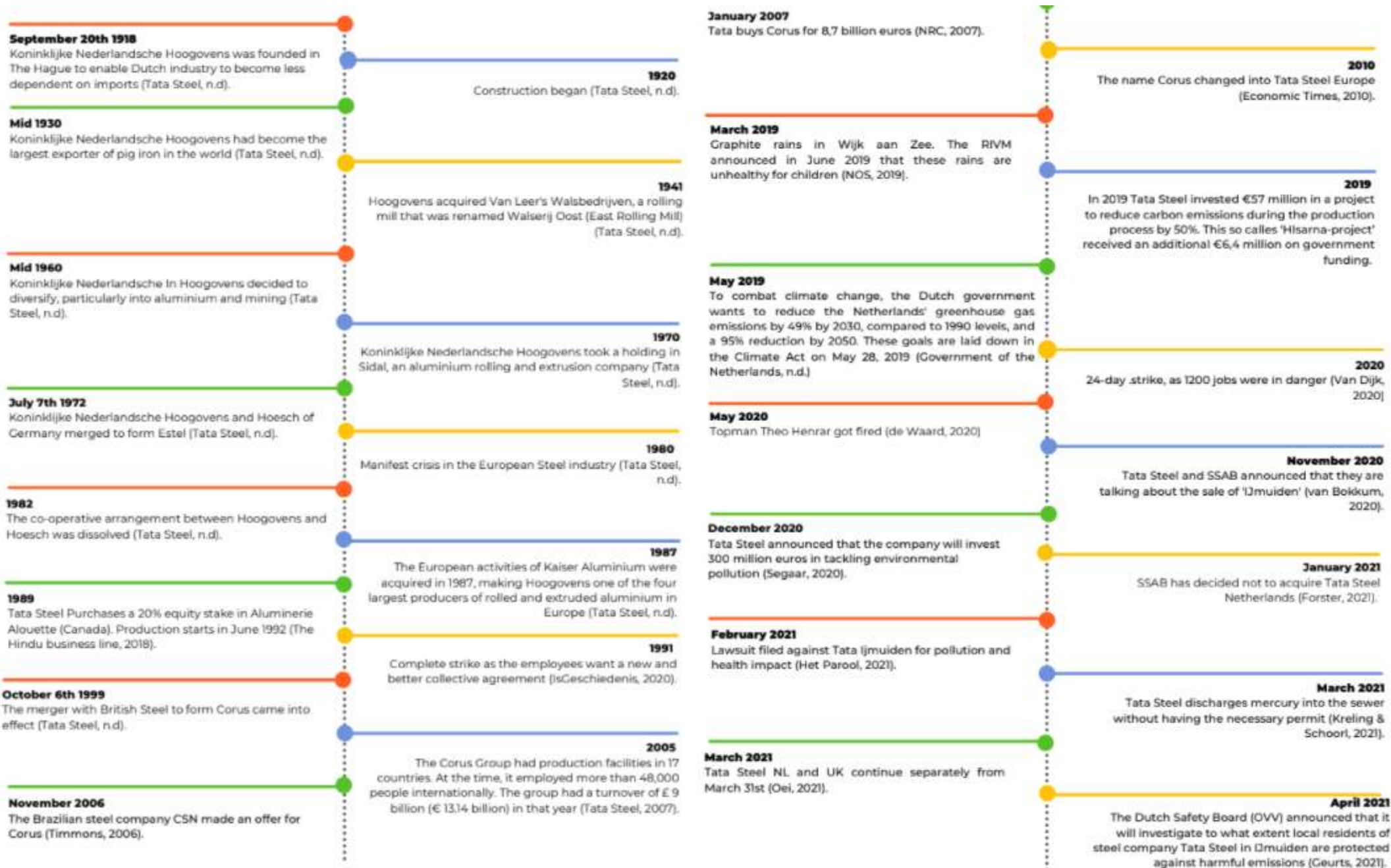


Jan & Roel Berghuis  
FNV Metaal

Rockgroep: 5 studenten  
verschillende universiteiten



# Tijdslijn



# Stakeholderanalyse

	Local	Regional	National	International
Local residents	✓			
FNV Tata Steel			✓	
European Union				✓
Media			✓	✓
Potential Buyers				✓
Central Government			✓	
Municipalities		✓		
Province		✓		
Employees	✓	✓	✓	✓
Tata Europe				✓
Tata Ijmuiden			✓	
Tata International				✓
Environmental Organisations	✓		✓	✓



# Rapport met 12 SDG prioriteiten



# 3 mogelijke scenario's

1. Closure Tata Steel
2. Continue with same practices
3. Investments for sustainability



# FNV manifestatie in Den Haag (9 september 2021)



**NOS Kamer praat over Tata Steel, werknemers betogen in Den Haag**



# Vragen Commissieleden EZK

- Hoe realistisch kan een intrinsieke motivatie worden verwacht van Tata Steel Europe om tot verbeteringen en uitvoering hiervan te komen? (ChristenUnie / VVD)
- Kan aandeelhouderschap van de overheid ten goede komen van de realisatie van de duurzaamheidsstrategie? (CDA)
- Hoe kunnen intrinsieke investeringen in het verbeteren van de organisatie/fabriek gewaarborgd worden? (SP)
- Hoe kan de gezondheid en algemeen belang van omwonenden een hogere prioriteit krijgen? (PvdA / Groep van Haga)



# Plan Zeester: het groene deltaplan voor Tata IJM. Opgepakt door FNV

- Stoppen met cokesgestookte hoogovens
- Tussentijds hoogovens op groen biogas
- Na 4 – 5 jaren Direct Reduced Iron installaties op waterstof
- Resultaat CO2 uitstoot gaat in 5 jaren van 7% naar 3% van de NL CO2 uitstoot
- Uiteindelijk naar 0 %
- Investering: 2-3 miljard euro
- Bijwinst: Technologie verkopen aan andere staalbedrijven van de wereld

# Plan Everest

- Geen reductie CO2 in proces
- CO2 afvangen aan einde proces en wegstoppen onder de zeebodem
- Stoppen met cokesgestookte hoogovens pas na 7 jaren
- Investering 2 -3 keer zo duur
- Eerst 2-3 miljard en daarna weer 2-3 miljard euro
- Resultaat CO2 uitstoot gaat pas in 12 jaar tijd naar 3 %
- Gepromageerd voordeel: tijdswinst
- Besluitvormingsproces ouderwets: directie

# Plan Zeester: het groene deltaplan voor Tata IJM. IFMEC denkt strategisch mee



**Inbreng : geef IJmuiden haar ziel terug !**

# Aan tafel bij paneldiscussie...



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