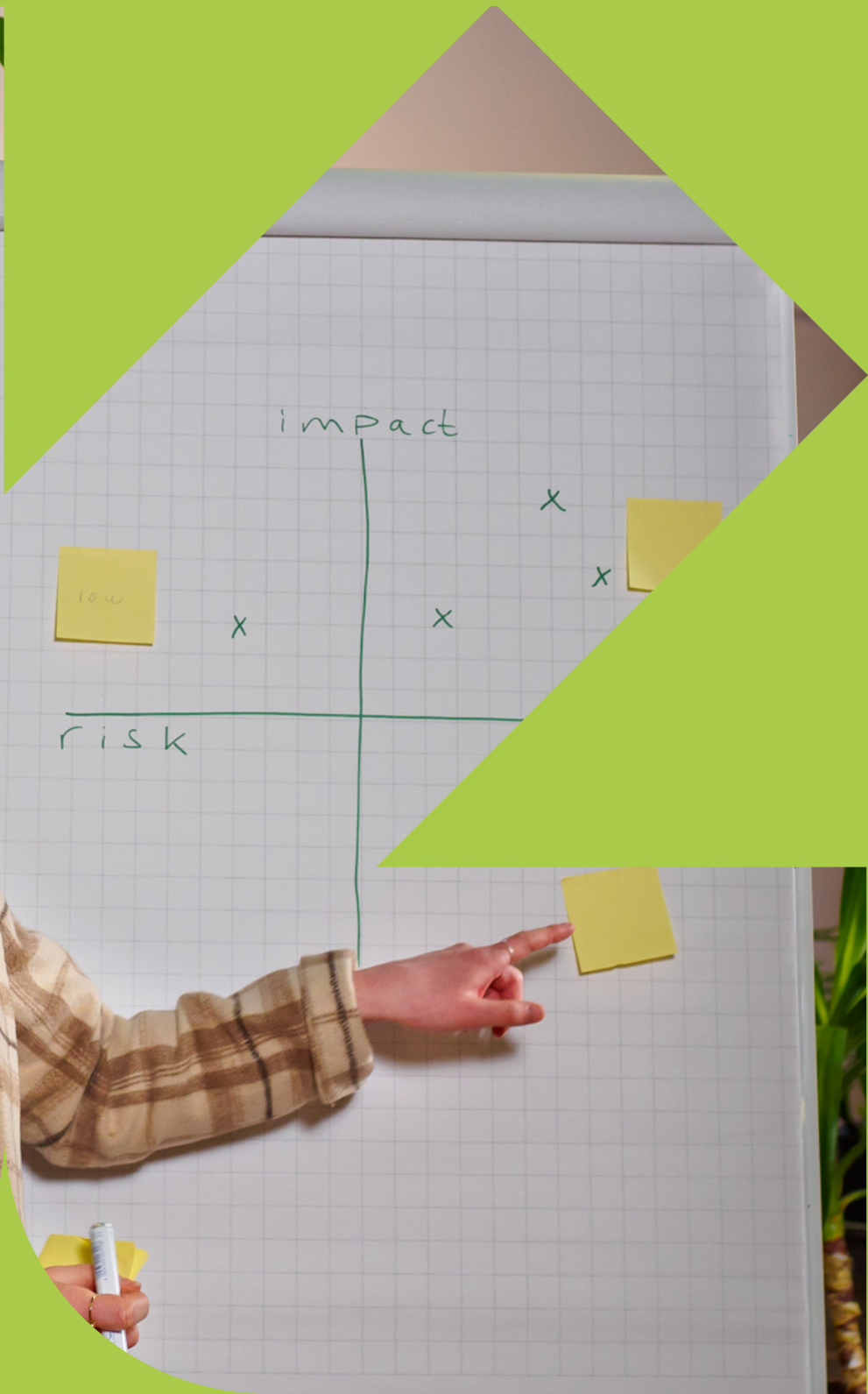


KIEM

**Boost program for young
sustainability professionals**

Training overview





Empower your sustainability career

Why KIEM?



Gain essential ESG knowledge

Immerse yourself in the concepts, legislation and initiatives in the environmental, social and governance field, including CSRD, EU taxonomy and due diligence. Our program ensures you're fully equipped to manage the complexities of sustainability and to make it practical.



Learn from experts in the field

Be inspired by experienced sustainability directors from companies like Signify, Vermaat and Royal Swinkels. Collaborate with expert consultants from 2BHonest to make complex issues and concepts tangible.



Develop a sustainability initiative

Put what you learn into practice by developing a sustainability initiative that helps your organization. During the program, you will go through the entire realization process of your project and achieve tangible results within your professional environment.



Build a powerful network

Connect with like-minded peers across different sectors. Our program encourages collaboration among participants to learn from each other, creating a dynamic and powerful community committed to driving change.

Kick off your career with the KIEM program, specifically designed to equip you with the skills and knowledge essential for implementing sustainability within your organization. It is a unique opportunity for you as an early-career ESG professional to make a tangible impact on sustainability. KIEM stands for Knowledge, Implementation, Engagement and Management: the four pillars for transforming ambitions into action. A defining feature of the KIEM program is the ongoing development of a sustainability initiative by each participant, allowing you to immediately apply your learned insights within your organization. Across six sessions over a year, this program offers a comprehensive learning and practical application experience, empowering you to become the cornerstone of your organization's sustainability efforts.

In collaboration with experts from:



What we need from you

- » You are available and committed throughout all the sessions and have time to complete assignments outside of these sessions.
- » You have a manager who is willing to fund the €2990,- fee (excluding VAT) for your participation in the program and is also available for the intake, KIEM Business Fair and outtake.

DRIVING CHANGE

As a young professional, your ambition and fresh perspective are critical for steering organizations towards sustainability. However, translating your ideas into action can be a challenge. The KIEM program is designed to not only provide you with the essential knowledge but also teach you how to effectively engage the right stakeholders and successfully implement strategies across departments and disciplines. This comprehensive approach equips you with the tools to navigate the complexities of organizational sustainability. You will be prepared to lead sustainable initiatives and make a significant impact, making you a driver of your organization's sustainability transition.

Intake – May 2024

In the first meeting, we will get to know each other and assess the purpose of your participation in the program. We do this with you and your manager, aiming to enhance future integration in your organization. The process involves clearly defining your learning goals, expressing your expectations of the program, and addressing the sustainability challenges you currently encounter within your organization, which you aspire to tackle.

1. The world of sustainability – Jun 14th 2024

In this session we discuss the landscape of ESG regulations and initiatives across sectors, such as the EU Green Deal, including the Corporate Sustainability Reporting Directive (CSRD) and Fit For 55, and the Science Based Targets Initiative (SBTi). By diving into the Four-Phases model, we will assess various organizations' strategies regarding the ESG landscape and assess your organization's ambitions and planned actions.

Experts: Mark Groot Wassing (Auping) & Wendeline Besier (Dura Vermeer)

2. Knowledge: Environment

Sep 27th 2024

In the first knowledge session, we take a deep dive into environmental concepts and legislation/initiatives. Topics covered are:

- » Climate: Guiding the steps of conducting a CO2 footprint and developing reduction strategies.
- » Circularity: Analysing implementation and measuring of circularity in organizations
- » Biodiversity & Water: Discussing initiatives of biodiversity and water and ways of analysing organizational impact

Experts:

- Freek Huijsmans (Vebego)
- Frank Decker (AVROTROS)

3. Knowledge: Social & Governance

Oct 25th 2024

The second knowledge session focuses on social and governance concepts and how these concepts and activities are successfully integrated across departments. Topics covered are:

- » Due diligence / CSDDD: Developing a due diligence approach that aligns with legislation and international standards
- » Sustainable procurement: Discussing how to integrate sustainability into your procured materials and products.
- » Transparency: Covering topics such as the Green Claims Directive and its effect on sales

Experts:

- Michiel Roodenburg (Crisp)
- Maurits Urlus (Fetim Group)

4. Engagement

Nov 29th 2024

In this session we analyse a crucial part of launching sustainability initiatives: engaging the workforce.

This workshop focuses on practical examples of determining the right engagement strategy to get your target group on board by informing, inspiring, and activating them correctly.

Next it is up to you, as you will develop an engagement strategy to boost your own sustainability initiative.

Experts:

- Annelien van Meer (ASR)
- Peter-Erik Ywema (Avebe)

5. Implementation & Management: Business case

Jan 17th 2025

Based on what you have learned in the previous workshops, you will develop a business case for implementing your sustainability initiative within your organization.

You will present your business case to a group of experienced sustainability directors and receive tips and tricks for successful implementation.

Experts:

- Maurice Loosschilder (Signify)
- Marthijn Junggeburth (Royal Swinkels)
- Joyce Winnubst (Vermaat)

6. KIEM business fair – Feb 21st 2025

During the KIEM business fair you will present what you have learned and achieved to attendees, sustainability directors, future candidates and other interested people.

Outtake – May 2025

Together with your manager, we reflect on what you learned, assess the steps taken to implement your sustainability initiative, and identify your future steps.

THE PROGRAM

Intake | May 2024

During the intake, we explore the purpose of your participation in the program. We do this together with you and your manager, aiming to enhance future integration within your organization. The process will include clearly defining your learning objectives, sharing your expectations of the program, and discussing the sustainability challenges you are currently facing within your organization that you wish to address.



The world of sustainability

10:30 - 17:00

This first day is centred around the ESG landscape. We will delve into significant regulations and initiatives such as the EU Green Deal, Fit For 55, CSRD and SBTi. To deepen your understanding of how organizations navigate their sustainability journey, we will introduce the Four-Phase Model of a sustainable strategy (inactive, reactive, active, proactive). This model will be linked to our aim of investigating and assessing the ambitions, strategies and planned actions of various organizations. Additionally, experts will share insights into overcoming sustainability challenges and leveraging opportunities within their own organizations.

What you will learn

- > You will acquire an in-depth understanding of **ESG legislation and regulation**.
- > You will determine the **transition phases** of your company by examining its current strategy, monitoring practices, business operations and sector transformations.
- > You will get a richer understanding of **your organization's status** in the sustainability transition, alongside clear insights into the challenges and actionable strategies for moving forward.

Experts



> Mark Groot Wassink

Director Sustainability & Innovation at Royal Auping

Mark will share his expertise in sustainable business development, with a focus on longterm outcomes and societal value. Auping, renowned for selling high-quality beds, is now shifting its business model towards the sale of circular mattresses. This move underscores the necessity of aligning business practices with the planet's limits through circular economy principles, emphasizing ongoing change, collaboration and transparency.



> Wendeline Besier

Sustainability Program Director at Dura Vermeer Infrastructure Division B.V.

Wendeline will provide a detailed look at integrating sustainability within the construction industry, including a candid glimpse into the challenges and milestones encountered along the way. She will focus on overcoming regulatory implementation hurdles and embedding sustainability into their core strategy, offering a real-world perspective on navigating these processes.

Knowledge Session I | Environmental

10:30 - 17:00

This day take us deeper into the domain of 'environment' – the 'E' in ESG – starting with the crucial topic of climate. We will practically assess how companies can calculate their carbon footprints, considering both direct emissions from their operations (scope 1 and 2) and indirect emissions (scope 3). We will then proceed to developing a sound CO₂ reduction plan for your organization. Additionally, we will show how this can be done by developing and setting targets according to the Science Based Targets initiative (SBTi). Following this, we will transition to our second topic, circularity, addressing the EU-level dynamics and their implications for the Netherlands. We will highlight the measurement challenges of circularity and demonstrate the 'circularity index' with an engaging case study. Concluding with biodiversity, we will examine issues related to water and biodiversity, assessing current developments and their practical implications for businesses.

What you will learn

- > **Climate:** You will learn how to transform sustainability ambitions into actionable plans by calculating carbon footprints and developing a reduction strategy that aligns with the organization's goals and science-based targets.
- > **Circularity:** You will gain insights into EU-level legislation and regulations, focusing primarily on their practical application within your company's framework. This includes learning how to integrate circularity into your daily operations and strategic planning.
- > **Biodiversity & water:** Through a practical assignment, you will learn to measure the impact of a company on water and biodiversity – and vice versa.

Experts

> **Frank Decker***Facility Manager Sustainability at AVROTROS*

Frank will share insights into the process and challenges of calculating AVROTROS's carbon footprint, from the initial wishes and ambitions to the practical execution and achieved results.

> **Freek Huijsmans***Innovation Manager at Vebego*

Freek will take us through an interactive session on a collaborative project with the Municipality of Tilburg, aimed at promoting circularity in the management of public spaces. All challenges, decisions and opportunities are covered – from circular lawn mowing to cleaning the streets.

Knowledge Session II | Social & Governance

10:30 - 17:00

On this third day, we focus on the 'S' and 'G' aspects of ESG, with a special emphasis on due diligence within the supply chain, governance structures and distributing responsibilities within organizations. Building on the sustainability strategies discussed on Day 1, we will highlight the role of due diligence, including the CSRD (Corporate Sustainability Reporting Directive) and addressing the financial risks of climate change. The essence of due diligence, identifying and mitigating risks, will be spotlighted as a critical process to illustrate why responsibilities must be spread across the organization. We will also thoroughly explore sustainable procurement, showcasing purchasing as a key department for applying sustainability principles, as a practical example of these distributed responsibilities.

What you will learn

- > **Supply Chain Responsibility:** You will explore the essential role your organization plays within the supply chain, understanding your position, the extent of your influence, and how to shape a strategy that extends beyond basic standards. This includes learning to apply relevant legislation and initiatives effectively across your organization and the entire supply chain, ensuring a comprehensive approach to sustainability.
- > **Due Diligence:** You will master risk management within the supply chain, including identifying, measuring, monitoring and prioritizing risks to mitigate them effectively – all in accordance with the OECD Guidelines and in line with the expectations of the CSRD and CSDDD (Corporate Sustainability Due Diligence Directive). This approach enables you to act proactively and enhance sustainability within your organization.
- > **Governance structure:** You will gain insights into the allocation of sustainability responsibilities within an organization – beyond just the sustainability department. Sustainability transcends departments within the organization, and you, as a sustainability professional, can identify and implement these responsibilities throughout the organization.

Experts

> **Michiel Roodenburg***Co-founder / CFO & Chief Impact Officer at Crisp*

Michiel will share insights into navigating due diligence in the complex food supply chain, including practical applications at Crisp and the challenges overcome.

> **Maurits Urlus***Strategic Project Manager at Fetim Group*

Maurits will take us through the development of a sustainable procurement strategy, discussing how to define a sustainable product, how to translate target sustainable products into a procurement strategy, and all practical considerations involved.

Workshop | Engagement

10:30 - 17:00

On the fourth day of the program, our focus is on engagement, a key element for effectively implementing ESG. We will dive into the principles of change management for sustainability and explore how to build support and resilience among stakeholders. This involves learning how to develop an effective engagement strategy tailored to various target groups and how to efficiently apply these strategies within your organization.

What you will learn

- > **Principles of change management:** You will gain insights into fostering ESG integration in your organization through effective change management.
- > **Engagement strategies:** You will learn how to establish and implement a compelling engagement strategy suitable for your target group.
- > **Practical application:** You will work on developing an engagement strategy for your sustainability initiative. Refining and practicing this strategy, with support and feedback from experts and peers, equips you with the tools needed for successful future implementation.

Experts



- > **Peter-Erik Ywema**
Director Sustainability at Avebe

Peter-Erik brings a wealth of experience from the agrifood and sustainability sectors. With his background in Food & Beverage, Sustainable Development, Corporate Social Responsibility and Coaching, coupled with an MBA in Strategic Environmental Consultancy, he will share his deep understanding of stakeholder engagement and the formulation of sustainability strategies within organizations.



- > **Annelien van Meer**
Senior advisor sustainable investing at a.s.r. asset management

Annelien has dedicated her career to advancing and accelerating the transition to a sustainable and inclusive economy and is currently working in the financial industry. She will offer insights and practical experiences in getting internal and external support for sustainability strategies and policies, drawing on her extensive background in sustainable business.

Sustainability Initiative | Implementation & management

10:30 - 17:00

Day 5 focuses on effectively launching your sustainability initiative, such as setting up a sustainable product range or developing a circular product. All the knowledge you have acquired in the past sessions can now be used to strengthen your initiative. Additionally, you will discover what it takes to make your initiative a success, from the initial concept to its ultimate realization, covering crucial aspects such as implementation, management and measuring impact. First, we will examine the components that should strengthen your business case, including defining the problem you are solving, mapping out the necessary steps, involving relevant stakeholders and determining the required budget. Next, three experienced sustainability experts will present their insights into launching sustainability initiatives within organizations. Following these presentations, you will have the opportunity to refine and present your own initiative, receiving guidance from fellow candidates and the experts. The result will be a real sustainability initiative that you can implement in your business.

What you will learn

- > **Fundamentals:** You will learn how to construct a robust sustainability initiative.
- > **Implementation:** You will gain insights into what's required to successfully kick off and oversee your sustainability initiative within your organization.

Experts

- > **Maurice Loosschilder**
Global Head of Sustainability at Signify

Maurice will share invaluable insights and strategies for driving sustainable change. By learning from his experience leading Signify's global sustainability team and executing the 'Brighter Lives, Better World' program, you will gain practical knowledge to implement impactful sustainability initiatives and contribute to a brighter future.



- > **Marthijn Junggeburth**
Sustainability Manager at Royal Swinkels

Marthijn will take us through the challenges and successes of advancing sustainability in the brewery industry. By understanding his approach to implementing circular business practices and collaboration initiatives, you will gain valuable insights into overcoming obstacles and driving sustainability in your own projects and organizations.



- > **Joyce Winnubst**
Director / General Counsel at Vermaat

Joyce will provide essential guidance on navigating sustainability in the hospitality sector. With her extensive experience in financial services and expertise in supporting businesses through strategic initiatives like M&A and refinancing, you will learn valuable strategies to integrate sustainability into business operations and drive positive change in the industry.

KIEM Business Fair

The KIEM Business Fair represents the grand finale of our intensive program. This day is all about sharing, celebrating and networking, offering a unique opportunity to showcase your acquired insights and achieved results to a diverse audience. In addition to the program's participants and experts, sustainability professionals from other organizations and leading companies will also be in attendance.

Day's highlights

- > **Presentations:** Alongside your fellow students, you will have the chance to share your learning experiences and project outcomes in an interactive and engaging environment. This is your opportunity to present your unique ideas to interested parties.
- > **Certificate ceremony:** You will receive your KIEM certificate, recognizing your successful completion of the program and dedication to sustainability.
- > **Drinks:** Wrap up the day and the program with an informal networking reception, where you can connect with other participants, experts and guests. This informal gathering provides an excellent opportunity to expand your professional network and engage in meaningful conversations.

OUTTAKE

MAY 2025

Together with you and your manager, we will reflect on the learning outcomes, evaluate the current implementation status of your sustainability initiative, and outline the next steps forward.



KIEM facilitators



Winne Benschop



Anniek Roskam



Meet Winne and Anniek, the dedicated facilitators of the KIEM program. As sustainability consultants, each of them brings a unique background in sustainable business & innovation. Winne, with his empathetic and enthusiastic approach, focuses on assisting companies in greening their strategy and operations. Anniek, driven by the positive impact businesses can have on both climate and social sustainability aspects, uses her positive, curious and critical perspective to support companies with their sustainability challenges. Together, they form a complementary team to guide participants through the program, ensuring a cohesive and enriching experience.

Before you apply...

Initiate or strengthen your sustainability career with KIEM. If you're ready to make a significant impact and connect with a community of driven individuals, we invite you to join us. Remember, your commitment and participation are key to not only your development but also to fostering a broader culture of sustainability within and beyond your organization.

Sign up to be part of our next group and acquire the necessary knowledge and skills to become the cornerstone of your organization's sustainability efforts.

Need more information before making your decision? Let us know. We're happy to answer your questions and assist you in making an informed choice. Additionally, feel free to reach out to Winne. He's available to provide support and guidance as needed.

Contact

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