

GLOBAL CONFERENCE 2026

FROM CHAOS TO COMMAND:
RISK LEADERSHIP IN INDUSTRY 6.0

EMBEDDING ESG INTO THE CORE OF BUSINESS DNA

Dr. Allinnettes Go Adigue
Director, ASEAN Regional Network
Global Reporting Initiative (GRI)



GRI

Embedding ESG into the core of Business DNA

*Breaking Sustainability Out of the
Silo for Good*

Dr. Allinettes Go Adigue

Director, GRI ASEAN Regional Network

Adigue@globalreporting.org

19 August 2026

Roadmap: The Journey to Embedded Sustainability

- **Understand**
 - Why ESG can no longer remain a siloed function within the organization
- **Prioritize**
 - Using GRI Standards to identify and focus on key organizational priorities
- **Integrate**
 - Embedding ESG principles directly into daily core operations
- **Measure**
 - Implementing systems to track and report sustainability success effectively
- **Evolve**
 - Preparing future professionals to drive long-term sustainability impact

Sustainability Stress Test

If Your Sustainability Team Disappeared Tomorrow...

Ask yourself these critical questions to determine if your sustainability efforts are truly embedded:

- Investment decisions: Would your capital allocation strategies shift?
- Procurement decisions: Would your supply chain standards be compromised?
- Hiring decisions: Would your commitment to values-based recruitment falter?
- Risk assessments: Would long-term environmental and social risks go unmonitored?



If the answer to any of these is 'yes,' your sustainability strategy is not yet embedded in the business.

The Sustainability Paradox

Bridging the Gap

- The Current State: Organizations are investing heavily in ESG reporting, employee training, and public disclosure.
- The Issue: Sustainability initiatives often remain siloed, operating independently of core business strategy and operational decision-making.
- The Challenge: Moving from a "reporting-first" culture to a "decision-integrated" culture is essential for authentic impact.



Compliance-driven reporting is not the same as embedding sustainability into the organizational DNA

UNDERSTAND: Why ESG Can No Longer Remain A Silo

ESG as a business resilience issue

- The Paradigm Shift

ESG has evolved from a peripheral compliance exercise into a core driver of long-term enterprise value and operational continuity.

- Investors

Capital allocation is increasingly tied to long-term sustainability metrics and risk disclosure.

- Customers

Brand loyalty is heavily influenced by transparent and ethical supply chain practices.

- Employees

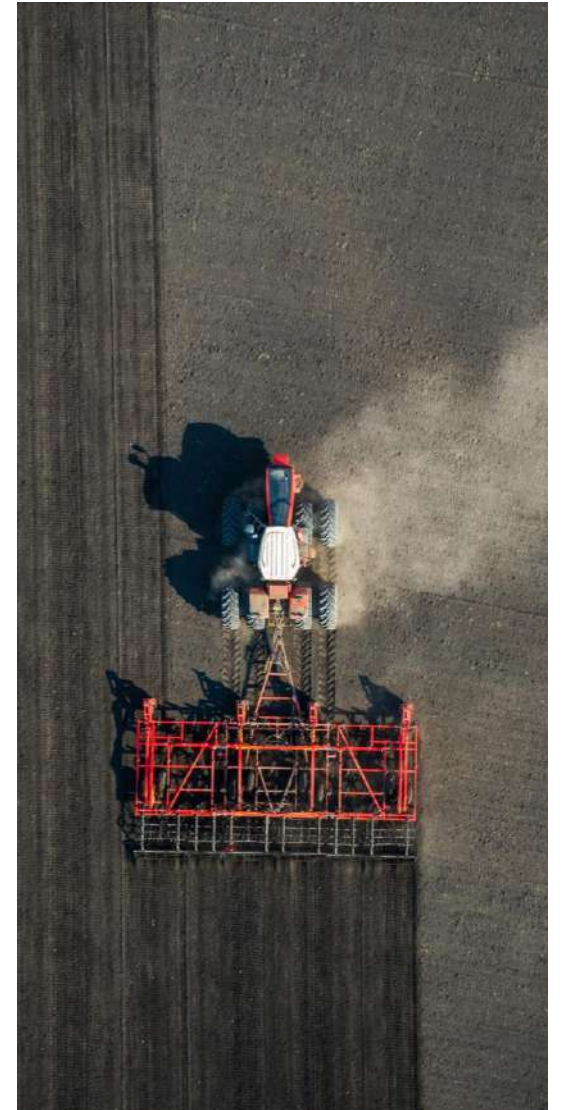
High-performing talent prioritizes organizations with strong value alignment and social purpose.

- Regulators

Mandatory non-financial reporting frameworks are creating new standards for accountability.

- Communities

Maintaining a social 'license to operate' requires active engagement and proactive impact management.



Compliance-driven reporting is not the same as embedding sustainability into the organizational DNA

Global Risks Are Increasingly ESG Risks

Insights from the WEF Global Risk Analysis

- **Environmental Dominance**

Climate action failure and extreme weather events consistently rank as top-tier global threats.

- **Social Multipliers**

Social issues such as involuntary migration and the erosion of social cohesion are increasingly linked to environmental instability.

- **Strategic Shift**

Business risks are evolving; traditional financial volatility is now inextricably tied to ESG performance.

- **Long-term Impact**

Organizations failing to integrate ESG into core risk management face systemic threats to their operational continuity.

- **Interconnectedness**

Environmental and social risks act as a 'poly-crisis' that compounds economic and geopolitical instability.



PRIORITIZE: How GRI Helps Organizations Embed ESG

Leveraging GRI Standards for Strategic Sustainability



GRI is a robust management tool for strategic sustainability integration.

Why GRI Matters

The Global Standard for Impact Reporting



Global Adoption

GRI is the world's most widely adopted framework for sustainability reporting, used by thousands of organizations to communicate impact.



Focus on Impact Materiality

Prioritizes the organization's outward impact on the economy, environment, and society for a comprehensive view of performance.



Policy Alignment

Serves as a foundational reference for global regulatory bodies, such as the EU's CSRD and international stock exchange requirements.



Bridging Transparency

Enables organizations to navigate complex global policies while building trust through standardized, comparable data.

Double Materiality

Sustainability reports are based on first party data using SR standards to report on performance metrics on material topics

Pillar 1
Strengthened financial reporting

DOUBLE MATERIALITY

Pillar 2
Impact reporting

Outside in

Financial Materiality
The financial effects of sustainability issues on enterprise value creation

Impact Materiality
The impact of corporate behavior on the environment, society, and the economy

Inside out



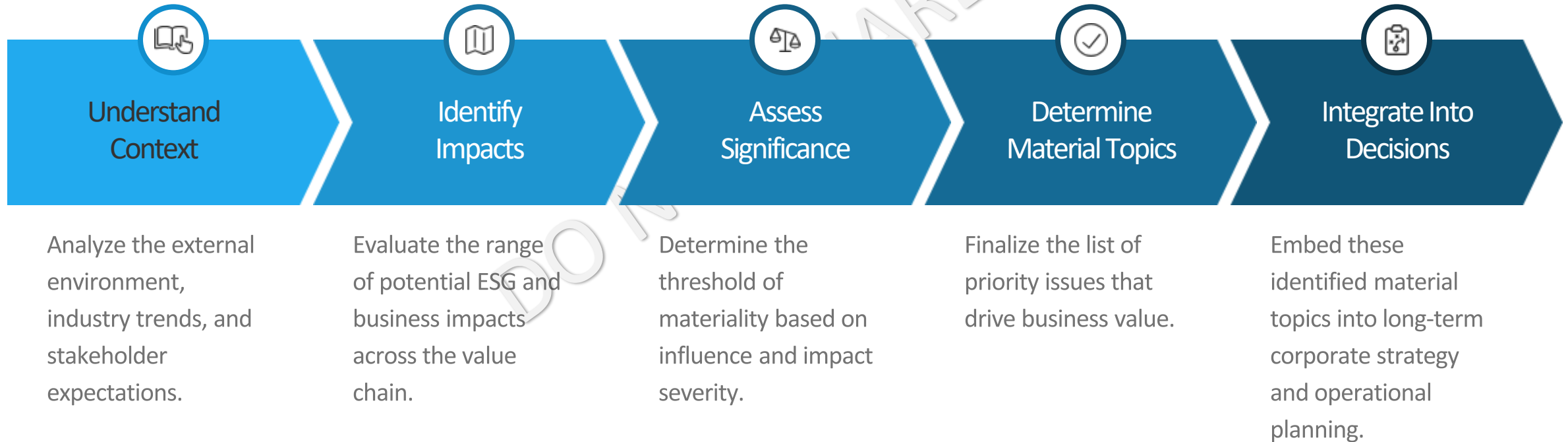
Data

ESG Rating
Bloomberg

Analyse reports, either with human analysts or AI, and give values using scoring methods

Materiality to Strategic Priorities

A structured approach to integrating ESG impacts into corporate strategy



INTEGRATE - The Three Pillars of Embedded Sustainability

Operationalizing core sustainability goals through oversight, infrastructure, and process



Risk Oversight

Engaging Board and Executive leadership to establish sustainability goals aligned with the corporate risk appetite.



Risk Infrastructure

Building the foundation for success through defined roles, specialized skills, and robust technology and data systems.



Risk Process

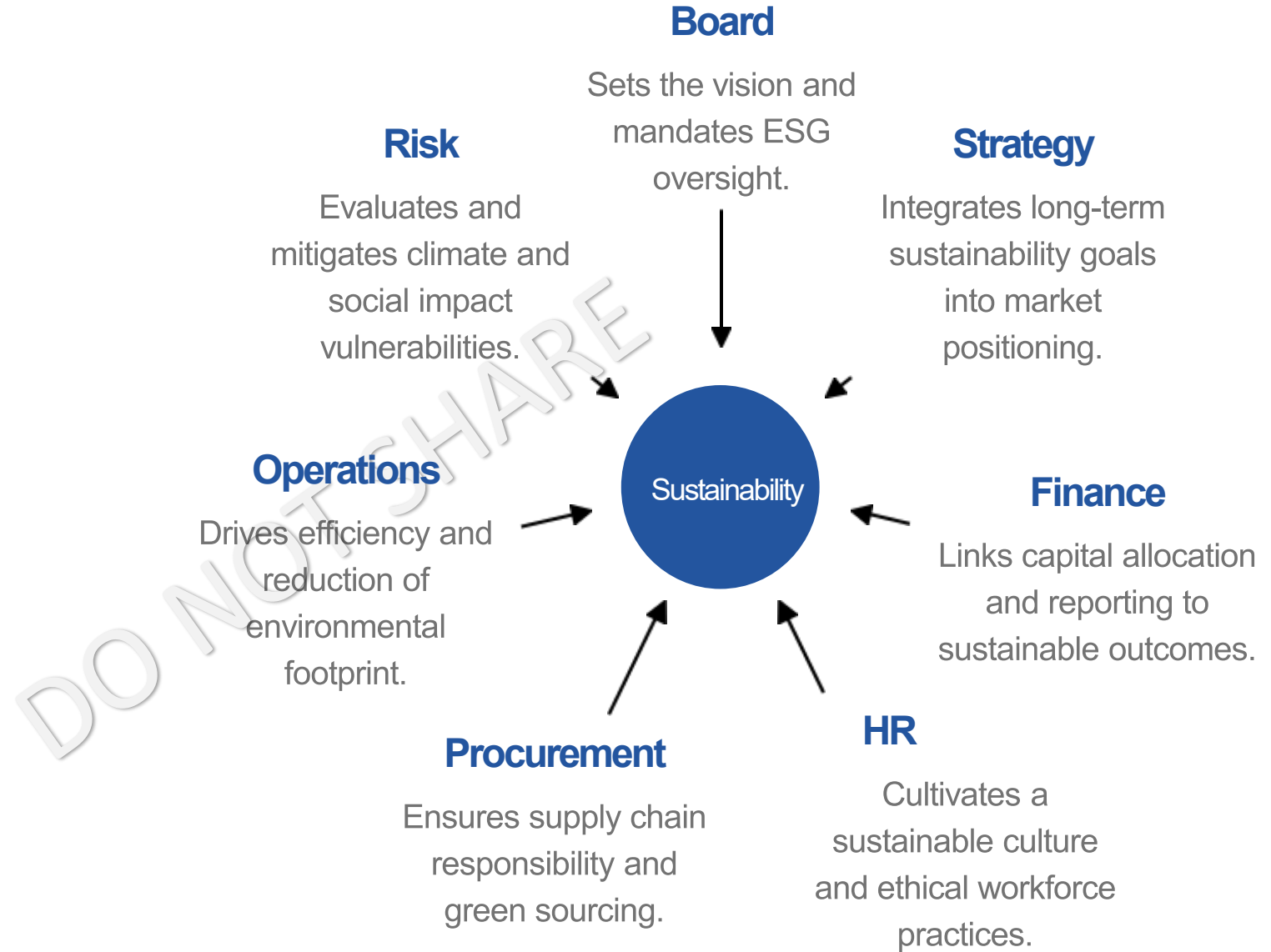
Operationalizing sustainability through the full lifecycle including identification, assessment, mitigation, and monitoring.

Sustainability is fully embedded only when it is woven into the fabric of oversight, infrastructure, and operational processes.



Breaking Sustainability Out of the Silo

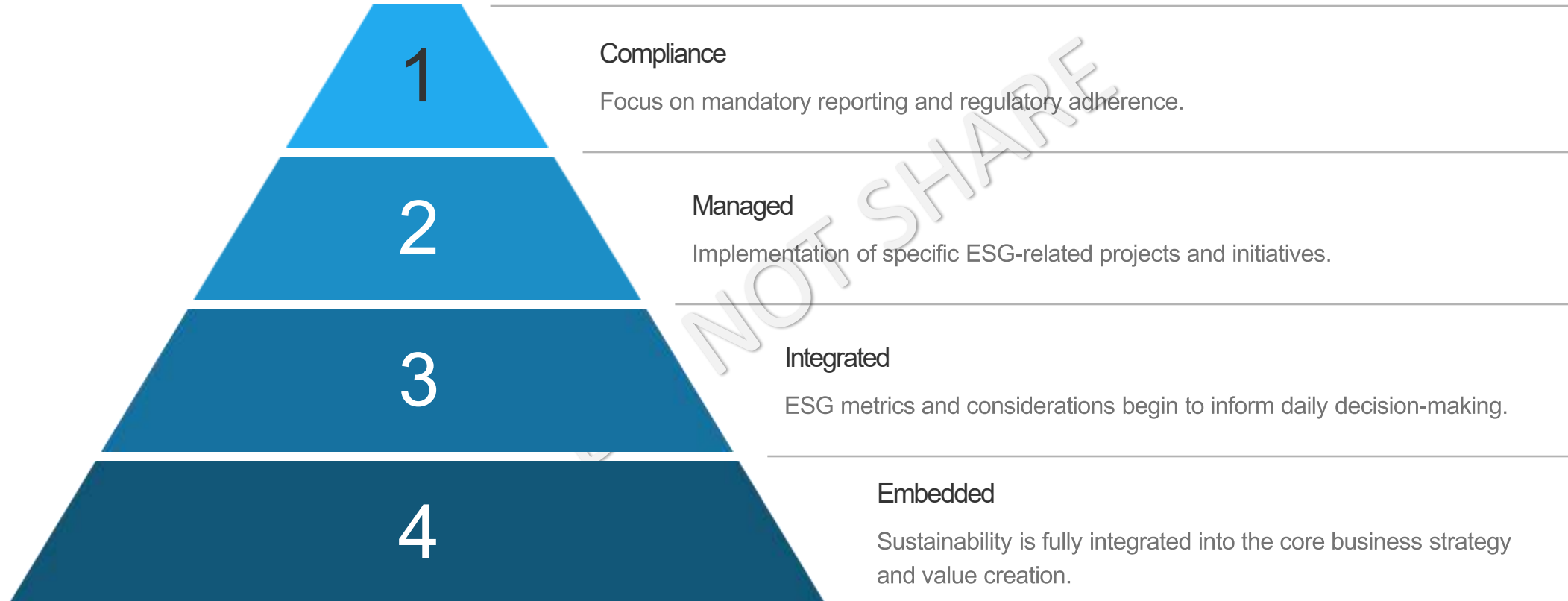
Sustainability as a collective responsibility across the organization



Everyone owns sustainability.

Sustainability Maturity Model

Journey to ESG Integration



Where does your organization currently stand on this maturity curve?

MEASURE: Metrics That Matter



Key performance indicators for operational and strategic success

- **Capability: Literacy & Certification**

Measuring workforce proficiency and formal skill validation to ensure operational readiness.

- **Behaviour: Procurement & Investment**

Aligning decision-making processes and resource allocation with strategic goals.

- **Business Outcomes: Value Realization**

Demonstrating success through risk reduction, improved retention, cost savings, and revenue growth.



Measuring What Matters

Key metrics for organizational development and impact



The Biggest ESG Measurement Mistake



The Core Problem: Activity vs. Outcome

Most organizations fall into the trap of tracking activities rather than outcomes. Measuring effort is not the same as measuring progress.

- Common Vanity Metrics: Training headcount, total training hours, and volume of reports filed.
- The Gap: These metrics quantify input, ignoring real-world impact or sustainability goals.
- The Shift: True ESG measurement demands focus on measurable change, such as: Actual carbon reduction, Tangible improvements in D&I, Quantifiable enhancements in ethics



EVOLVE – Evolution or Obsolescence?

Shifting from 'report writers' to strategic business partners requires a fundamental change in focus:

- The Reporting Trap: Move beyond administrative data collection and disclosure.
- Value-Centered Operations: Pivot from compliance-centered to integrated business strategy.
- Leveraging AI: Automate technical reporting to focus human capital on high-level transformation.

Sustainability professionals will only become obsolete if we remain mere report writers.

Sustainability Professionals of the Future



The sustainability professional as a business transformation leader

- **Risk Management**

Focuses on Enterprise Risk Management (ERM) and scenario planning & analysis.

- **Sustainability Expertise**

Specializes in materiality assessments and long-term climate strategy.

- **Transformation Skills**

Drives organizational change and integrates strategic finance into sustainability goals.



Five Key Takeaways

- **Enterprise-Wide Integration**

Transition sustainability from isolated departments to a core, integrated business function.

- **Materiality Focus**

Utilize the Global Reporting Initiative (GRI) framework to identify and focus on high-impact areas.

- **Governance & Oversight**

Ensure long-term success through robust infrastructure, clear governance, and defined processes.

- **Outcome-Based Measurement**

Move beyond activity-based reporting to focus on tangible behavioral changes and outcomes.

- **Leadership in Transformation**

Evolve the organizational mindset from mere compliance to driving meaningful, systemic change.



Questions?

THANK YOU



www.globalreporting.org

 [global-reporting-initiative-gri](https://www.linkedin.com/company/global-reporting-initiative-gri)

 [@GlobalReportingInitiative](https://twitter.com/GlobalReportingInitiative)

GLOBAL CONFERENCE 2026

FROM CHAOS TO COMMAND:
RISK LEADERSHIP IN INDUSTRY 6.0

THANK YOU



SCAN THE QR CODE
TO KNOW MORE ABOUT US!

enquiry@insterp.com
www.insterp.com