ESG Playbook

ECR Hellas

2024

ECR HELLAS EFFICIENT CONSUMER RESPONSE

EY
Building a better working world

Project overview

The main objective of the project was to help executives understand the issues related to ESG criteria and how they can affect a business

Key ECR / ESG Actions

Create a workgroup

Conducting a survey of ECR members to record ESG maturity

Organizing training to inform members about ESG issues

Development of **ESG Playbook**

Survey Key Findings

Survey summary

- Shared with all ECR members in Greece
- **Anonymous replies**

42 members (50% participation) from sectors:

- Retail
- Consumer goods companies
- Food & Beverage Companies

55% of companies **are not adequately informed about ESG topics,** while only **29%** of companies have **a staffed Sustainable Development department**

Circular Economy, Decarbonisation, Health & Workers' Rights at the heart of mainstreaming actions for all sectors

1 in 3 businesses has **incorporated ESG principles beyond legal obligations**

4/10 **retail companies have not incorporated basic ESG principles**

Retailers seem to operate mainly on the basis of a legislative framework *in the integration of ESG fundamentals*

Consumer goods companies *don't seem to* ***fully understand the business value*** *created by ESG integration*

For ***food & beverage companies*** *, ESG integration is seen as* ***a source of competitive advantage and investment opportunity***

For large and medium-sized enterprises, the integration of ESG principles is directly **linked to their strategy**

In contrast, **for small businesses,** incorporating ESG principles is associated with **access to finance and increased investment**

The **Cost** **is a key barrier to** ESG integration across sectors

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Drivers which enable value creation

Clarifying, measuring and communicating the drivers that enable long-term value creation has become a strategic priority for businesses

- Environment
- Society
- Governance
- Other

Economic value

- Revenue/growth
- Margin/cost
- Cash flow
- Capital allocation
- Capital structure
- Tax incentives and financing
- Supply chain reliability
- Competitive remuneration

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Consumer value

- Satisfaction
- Consumer time value
- Product management
- Tax incentives and financing
- Innovation / R&D
- Relationship capacity
- Trust and perception of corporate identity
- Purpose/values

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Employee value

- Dedication and satisfaction
- Learning and development
- Diversity and inclusion
- Health, safety and well-being
- Growth and evolution
- Ethical and respectful working practices
- Dedication and productivity
- Attracting and retaining employees

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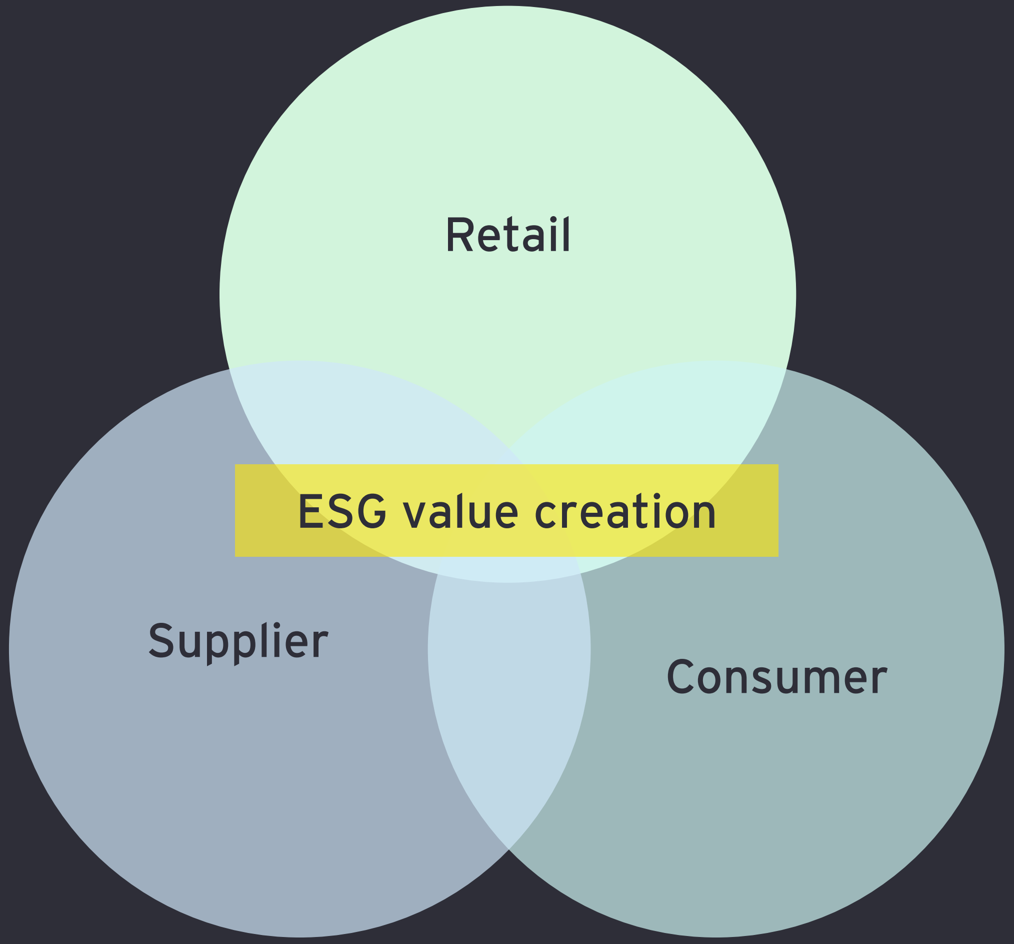
Social value

- Environmental/carbon footprint
- Energy and resource use
- Biodiversity and land use
- Waste management and pollution
- Human rights implications
- Community investment
- Health Outcomes
- Economic impact and job creation
- Local sourcing
- Supply chain responsibility
- Regulatory compliance
- External relations
- Total tax contribution

The evolving landscape of sustainability-related regulations presents opportunities for suppliers and retailers to drive innovation and strengthen partnerships within the supply chain



- **Promote collaboration:** Establish transparent communication between suppliers and retailers to exchange best practices and align with sustainability goals. Collaborate on eco-friendly projects and common logistics solutions / KPIs
- **Technology:** Leveraging analytical tools to optimize sustainability metrics, monitoring and transparency
- **Training:** Training on sustainability and skills development for employees to support innovation and adapt to new regulations
- **Strengthen supplier relationships:** Conduct audits to ensure compliance with sustainability standards and create incentive programs for suppliers that exceed targets
- **Customer engagement:** Communicate sustainability actions through marketing and labeling to build consumer trust

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